Fiscal Year 2014-15
Accountability Report

SUBMISSION FORM

"To provide independent research, analysis, and resources to the executive and legislative branches of state government, local government officials, and the private sector to facilitate informed policy decisions and administration of services"

Please identify your agency's preferred contacts for this year's accountability report.

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIMARY CONTACT:</td>
<td>Diane Porter</td>
<td>734.3802</td>
</tr>
<tr>
<td>SECONDARY CONTACT:</td>
<td>Rachael Fulmer</td>
<td>734.2266</td>
</tr>
</tbody>
</table>

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR
(SIGN/DATE):
(FRONT/PRINT NAME): Frank A. Rainwater

BOARD/CMSC CHAIR
(SIGN/DATE):
(FRONT/PRINT NAME): Chad Walldorf
AGENCY'S DISCUSSION AND ANALYSIS

The Revenue and Fiscal Affairs Office (RFA) was newly created for Fiscal Year 2014-2015 in response to the SC Restructuring Act of 2014. The staff successfully merged the Financial Operations, Information Technology, and staff of three separate divisions of the Budget and Control Board into one system and updated policies and procedures to reflect the new agency.

Below is the current agency structure:

In addition, the staff created a new mission statement and strategic plan to include goals such as customer focus, continuous improvement, and workforce development. The strategic plan was developed based on input from the staff, board members, key stakeholders, and others to address how the agency's mission will be accomplished in the next three to five years.

Customer focus includes the customer requirements, needs, and expectations. With an agency so diverse in its programs, it was important to identify key customers based upon statutory, contractual, or other relationships and to gain feedback from those customers on how we are responding and the quality of services we are providing. The agency will continue to monitor and evaluate customer feedback.
CONTINUOUS IMPROVEMENT WAS AN IMPORTANT GOAL RECOGNIZED BY STAFF TO ENSURE PROGRAMS PUT IN PLACE ARE ACCURATE, USEFUL, AND UNDERSTANDABLE. THE AGENCY WILL CONTINUE TO MEASURE AND EVALUATE PROGRAM EFFECTIVENESS AND IDENTIFY OPPORTUNITIES FOR IMPROVEMENT. THIS WILL ENSURE THAT SERVICES AND REPORTS ARE IN COMPLIANCE WITH FEDERAL AND STATE LAWS AND ARE RESPONSIVE TO CUSTOMER NEEDS.

THE AGENCY STAFF IDENTIFIED WORKFORCE DEVELOPMENT AS AN IMPORTANT GOAL FOR THE STRATEGIC PLAN. THE AGENCY STRIVES TO ACHIEVE AND MAINTAIN A DIVERSE, PROFESSIONAL STAFF AT COMPETITIVE SALARIES AND ENSURE EMPLOYEES AND THEIR CONTRIBUTIONS ARE VALUED AND RECOGNIZED. ENSURING THAT APPROPRIATE POLICIES AND PROCEDURES ARE IN PLACE, WORKFORCE PLANNING AND RECOGNITION, AND TRAINING ARE INSTRUMENTAL TO THE SUCCESS OF A NEW AGENCY.

IN FISCAL YEAR 2015-2016, STAFF WILL CONTINUE TO WORK WITH THESE GOALS AND IDENTIFY MORE OPPORTUNITY TO IMPROVE SERVICES AND REDUCE COSTS THROUGH COLLABORATION EFFORTS BETWEEN PROGRAMS. STAFF IS PERFORMING AN AGENCY SWOT ANALYSIS TO HELP IDENTIFY AREAS OF IMPROVEMENT. IN ADDITION, STAFF WILL EVALUATE PERFORMANCE MEASURES FOR EFFECTIVENESS AND USEFULNESS.
Each Program within Revenue and Fiscal Affairs have diverse responsibilities in gathering, researching, maintaining, and providing independent and professional analysis, information, and reports to state and local officials regarding demographic, economic, redistricting, financial, geographic, health, and other data in developing public policy, fiscal stability, and effective administration of programs.

<table>
<thead>
<tr>
<th>Program/Title</th>
<th>FY 2014-15 Expenditures</th>
<th>Fiscal Year 2014-15 Accountability Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>General</td>
<td>Other</td>
</tr>
<tr>
<td><strong>II. Program Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$162,583</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>III. Employee Benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Type</td>
<td>Goal</td>
<td>Date #</td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>--------</td>
</tr>
<tr>
<td>G</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.3.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.3.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.4.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.4.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.6.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.7.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.7.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.7.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.7.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.8.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.8.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.8.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.9.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.9.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.9.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.9.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.9.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.9.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.1.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.3.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.4.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9.7</td>
</tr>
</tbody>
</table>
Assisted three counties with GIS analysis to develop an address point layer for use in E911 dispatch. Completed work on one county involving 17,444 addresses.

Updated and standardized statewide road centerline address files for use by RFA, GIS Coordinating Council, and other State agencies.

Workforce Development

Organized a Workforce Development team to support the Strategic Plan by identifying strengths and weaknesses in the RFA workforce and developing programs that align the workforce with RFA’s mission and vision.

Developed and implemented a Succession Planning program to identify current and future critical leadership as well as key position needs for aligning workforce planning and training programs.

Identified critical key and leadership positions.

Started the identification of competency, skills, and success factors of key positions.

Developed an Employee Recognition Plan that promotes employee job satisfaction, motivation, and retention.

Conducted an employee communication and recognition survey to identify strengths and weaknesses within the agency.

Developed a knowledgeable and successful workforce through employee development, training, and retention.

 Initiated an arrangement with USC College of Social Work for the provision of post-graduate interns/temporary employees to Health and Demographics.
<table>
<thead>
<tr>
<th>Item</th>
<th>Performance Measure</th>
<th>Last Value</th>
<th>Current Value</th>
<th>Target Value</th>
<th>Time Applicable</th>
<th>Data Source and Availability</th>
<th>Reporting Freq.</th>
<th>Calculation Method</th>
<th>Associated Objective(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Percentage of Fiscal Impact Statements Prepared in 14 days or less</td>
<td>77%</td>
<td>72%</td>
<td>75%</td>
<td>July 1- June 30</td>
<td>Fiscal Impact database updated daily</td>
<td>Annual</td>
<td>The turnaround time was calculated using the database which captures when the request came in and when the completed impact was sent to the requestor.</td>
<td>1.6.1</td>
</tr>
<tr>
<td>2</td>
<td>Increased usage in the RealTime Network</td>
<td>542</td>
<td>648</td>
<td>715</td>
<td>July 1- June 30</td>
<td># of subscriptions received</td>
<td>Annual</td>
<td>The number of subscriptions actually received both new and renewals.</td>
<td>2.13</td>
</tr>
<tr>
<td>3</td>
<td>Retention Rate of Users of the RealTime Network</td>
<td>N/A</td>
<td>98%</td>
<td>&gt; 95%</td>
<td>July 1- June 30</td>
<td># of renewals received</td>
<td>Annual</td>
<td>Comparison of the renewals received for FY 13/14 to FY 14/15</td>
<td>2.13</td>
</tr>
<tr>
<td>4</td>
<td>Expansion of the South Carolina Health Exchange under contract with the South Carolina Health Information Partnership</td>
<td>547,208 registered patients</td>
<td>940,000 registered patients</td>
<td>N/A</td>
<td>July 1- June 30</td>
<td>Data collected by Health and Demographic</td>
<td>Annual</td>
<td>Registered patient information received by 55 organization with production credentials</td>
<td>2.25</td>
</tr>
<tr>
<td>5</td>
<td>Distribution of reimbursement requests from the SC CMRS Wireless E911 fund, to local SC 911 jurisdictions and wireless service providers</td>
<td>$18,714,486 for 194 requests</td>
<td>$19,213,920 for 178 requests</td>
<td>N/A</td>
<td>July 1- June 30</td>
<td>Requests submitted and reviewed by staff</td>
<td>Ongoing</td>
<td>The number of requests actually received by each jurisdiction for items that are eligible for reimbursement</td>
<td>2.26</td>
</tr>
<tr>
<td>6</td>
<td>Distribution of funds to the local SC 911 jurisdictions</td>
<td>$11,077,348</td>
<td>$11,348,088</td>
<td>N/A</td>
<td>July 1- June 30</td>
<td>Total number of 911 calls by each jurisdiction</td>
<td>Ongoing</td>
<td>Distributed quarterly based on the volume of wireless 911 calls received in each jurisdiction. The funds come from a percentage of the E911 wireless fee.</td>
<td>2.26</td>
</tr>
<tr>
<td>7</td>
<td>Percent of employees completed Cyber Security Training</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
<td>July 1- June 30</td>
<td>Training log</td>
<td>Annual</td>
<td>Number of employees/total number completed</td>
<td>1.1</td>
</tr>
<tr>
<td>8</td>
<td>Number of agency wide employee meetings/events</td>
<td>N/A</td>
<td>3</td>
<td>6</td>
<td>July 1- June 30</td>
<td>Sign in records</td>
<td>Annual</td>
<td>Number of meetings scheduled</td>
<td>3.4</td>
</tr>
<tr>
<td>9</td>
<td>Percent of planning stage documents completed within 2 months of universal date for existing employees and within 1 month of hiring new employee.</td>
<td>N/A</td>
<td>83%</td>
<td>100%</td>
<td>July 1- June 30</td>
<td>HR records</td>
<td>Annual</td>
<td>Number of employees/number of employees completed planning stages</td>
<td>3.1</td>
</tr>
<tr>
<td>10</td>
<td>Percent of employees responding to employee surveys</td>
<td>N/A</td>
<td>45%</td>
<td>75%</td>
<td>July 1- June 30</td>
<td>Employee survey results</td>
<td>Annual</td>
<td>Number of employees/number of employees completed surveys.</td>
<td>3.4</td>
</tr>
<tr>
<td>11</td>
<td>Employee appreciation score</td>
<td>N/A</td>
<td>40%</td>
<td>75%</td>
<td>July 1- June 30</td>
<td>Employee survey results</td>
<td>Annual</td>
<td>Response from annual Communication &amp; Recognition Survey</td>
<td>3.4</td>
</tr>
<tr>
<td>12</td>
<td>Quality of Service RFA provides</td>
<td>N/A</td>
<td>4.46</td>
<td>5</td>
<td>July 1- June 30</td>
<td>Customer Service Survey</td>
<td>Annual</td>
<td>Feedback from survey sent to agency customers based on a 5 point scale</td>
<td>2.2</td>
</tr>
<tr>
<td></td>
<td>Overall Satisfaction with RFA</td>
<td></td>
<td>4.52</td>
<td>5</td>
<td>July 1- June 30</td>
<td>Customer Service Survey</td>
<td>Annual</td>
<td>Feedback from survey sent to agency customers based on a 5 point scale</td>
<td>2.2</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------</td>
<td>-------</td>
<td>------</td>
<td>---</td>
<td>----------------</td>
<td>-------------------------</td>
<td>-------</td>
<td>-----------------------------------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>13</td>
<td>Accuracy of General Fund revenue forecasts</td>
<td>0.35%</td>
<td>1.75%</td>
<td>&lt;2%</td>
<td>July 1- June 30</td>
<td>Board of Economic Advisors</td>
<td>Annual</td>
<td>Calculated by comparing estimate to actual collections.</td>
<td></td>
</tr>
</tbody>
</table>