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Fiscal Year 2014-15 Accountability Report

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AGENCY NAME:	South Carolina Department of Revenue		
AGENCY CODE:	R44	SECTION:	106

Fiscal Year 2014-15
Accountability Report

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Department of Revenue is to administer the revenue and regulatory laws of this state in a manner deserving the highest degree of public confidence in our integrity, effectiveness, and fairness. The Department will administer these duties with a focus on information security and the protection of taxpayer information.

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

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Kim Tudor	803-898-5051	Kimberly.Tudor@dor.sc.gov
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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):	
(TYPE/PRINT NAME):	Rick Reames III

BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	

AGENCY'S DISCUSSION AND ANALYSIS

Mission, Vision, Culture, and Strategic Issues

The mission of the South Carolina Department of Revenue (SCDOR/Department/Agency) is to administer the revenue and regulatory laws of the state in a manner deserving the highest degree of public confidence in our integrity, effectiveness, and fairness. The Department will administer these duties with a focus on information security and the protection of taxpayer information.

The Department strives to be an innovative and trustworthy service partner to all stakeholders. To accomplish this vision, the Department must:

- Understand and anticipate market needs and services.
- Consistently provide timely, streamlined communication to our stakeholders.
- Ensure functional security that balances enterprise risk management with quality, timely service.
- Build and maintain meaningful, ongoing dialogue with key stakeholders to provide benchmark service for the state.
- Recruit, train, retain, and reward employees who make a positive difference.

A strong and healthy organizational culture will drive our efforts and lead to success for all stakeholders. The Department strives to exemplify a culture that embodies:

- Visionary and innovative planning.
- Proactive service-minded customer focus.
- Ownership of problems and accountability for solutions demonstrated through words and actions.
- Collaboration among teams for everyday process improvement.
- Commitment to enhancing and building employee skills and knowledge.
- Empowered employees who make a positive difference and are recognized for their contributions.
- Leadership that models integrity and collaboration across the agency to promote excellence.
- Security.

Strategic issues are the major concerns and challenges we will address to achieve the vision, fulfill the mission, and sustain the organizational culture that drives the ultimate success of the SCDOR.

- Ensure continued ability to administer revenue and regulatory laws.
- Implement enterprise risk management.
- Recruit, train, and retain a professional, capable workforce.
- Understand, anticipate, and respond to market needs.
- Ensure functional security.
- Manage and build relationships with key stakeholders.
- Ensure streamlined and timely two-way communications with employees and taxpayers.

SCDOR at a Glance

In concert with our mission, the Department collects approximately 93% of the State's General Fund and approximately $3.9 billion in additional local and state allocations. Total revenue collected by the Department in Fiscal Year 2015 was $10.5 billion through all of our collection and enforcement activities, from the 32 taxes we administer and other collection activities for which we are responsible.

Total Department of Revenue Collections
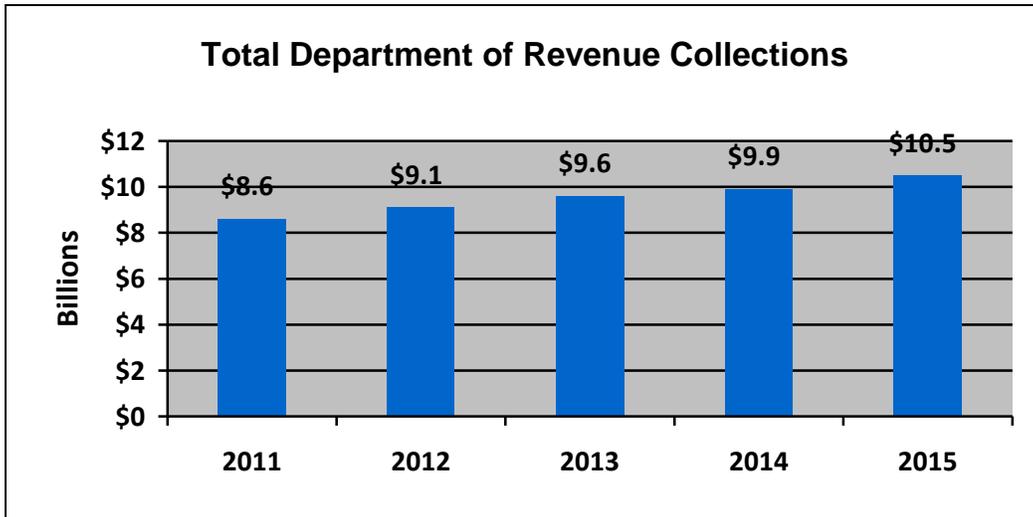
The Department plays a major role in the State budget process. The Director serves in ex-officio capacity at meetings of the Board of Economic Advisors (BEA) and ensures the Department remains a vital resource to the BEA as they formulate budget estimates used by the General Assembly and the Governor to establish the State budget. The Department is also in attendance at all budget related, legislative committee meetings to aide in the formulation of budget policies related to revenue collection.

In partnership with the Department of Commerce (DOC), the South Carolina Department of Revenue (SCDOR) is closely involved in the expansion of economic development in South Carolina. The Director is a member of the Coordinating Council for Economic Development and acting Chairman of the Enterprise Program of the Council.

Through the administration of the State's tax credit programs, the Department plays a vital role in attracting new businesses and supporting the continued development of existing businesses through the administration of the following:
- South Carolina Job Tax Credit
- Economic Impact Zone Investment Tax Credit
- Corporate Moratorium
- Special Allocations and Apportionment of Income Program
- Fee-in-Lieu of Taxes Program
- Utility License Tax Credit
- Job Development Credit (in partnership with DOC)

SCDOR Organization Chart

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Rick Reames III
Director

    Amy Wright
    Executive Assistant

    Kim Tudor
    Internal Audit

        Mont Alexander
        Field Operations

        Laura Watts
        Administrative Services

        Sherrie McTeer
        Taxpayer & Business Services

        Milton Kimpson
        Litigation

        Meredith Cleland
        Government Services

        Kurt Hamm
        Chief Information Officer

        Joe Dusenbury
        General Counsel

        Mike Sayles
        Chief Information Security Officer

        Ashley Thomas
        Communications
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Fiscal Year 2015 Milestones
In order to revitalize commitment to improved functionality, increase outreach, enhance customer service, and exact a continued focus on security; SCDOR was driven by the following strategies:

DORWAY, SCDOR's New Tax Processing System
The Agency began implementation of a comprehensive and fully integrated Commercial Off The Shelf (COTS) tax system to support and streamline Agency efforts including processing; collecting; auditing; data mining; fraud detecting and preventing; security; and employee accountability. Fiscal Year 2015 was dedicated to securing a COTS product and preparing the Agency for a four phase product implementation of the new system, DORWAY. This preparation involved awarding a contract to Fast Enterprises for their product, Gentax, developing a new systems infrastructure to house the new product, and beginning preparation for Phase 1 implementation, which is (Sales, Use and, Withholding Taxes) scheduled for August 2015.

Technology Infrastructure
A new secure and functional technology systems infrastructure was created to house the Agency's email system, new website, and new tax processing system, DORWAY. This process was critical to safely ushering the Department into a new era of functionality.

Security Procedures
The Agency established new standards, policies, and procedures related to Information Technology and security to ensure security findings were continuously identified and addressed on an ongoing basis. Security remains non-negotiable and has now become a standard, proactive initiative. The process for handling security findings and emerging technological notes has been implemented and fully operationalized.

Website
A new user-friendly, easy to navigate, secure, and dynamic website, to better serve stakeholders, launched in December 2014. The new website moved SCDOR to a ".gov" domain, which is a more secure domain. Additionally, website personnel were hired to continually improve functionality.

Communications
In order to streamline distribution of external communications, a new Communications Division was established and staffed. The new team worked across the Agency to set standards for centralizing external communication activities producing consistency in messaging to stakeholders and improvements in operational functionality.

Disaster Recovery and Business Continuity Plans
To continue service to taxpayers and the State in the event of a disaster at our data center or SCDOR locations, the Agency developed and implemented Disaster Recovery and Business Continuity Plans. The plans encompass critical processes, timeframes, and technology needs in the event of a disaster. Personnel were assigned to keep the plans current and employees prepared through annual updates as a result of recurring testing exercises.

Code of Conduct
To promote the degree of confidence taxpayers have in the Agency, a Code of Conduct was written and distributed to all agency personnel through a mandatory training course. In addition, an Ethics Officer was assigned to supplement the Agency's culture with clear guidance of trustworthiness.

Personnel Development
Through the Agency's ongoing effort to develop and retain a competent and productive workforce, multiple activities were dedicated to creating an environment of excellence, progressiveness, and positivity. Employee recognition events were hosted by the Agency Director, a new employee blog was created to promote open connectivity, new employee accountability measures were implemented, and Agency sponsored community outreach and wellness opportunities were offered to employees.

On the Horizon (Fiscal Year 2016)
Fiscal Year 2016 has the momentum to continue integrating new, improved functionality to the Department's mission of fairly and securely administering the revenue and regulatory laws of the State. DORWAY, the new integrated taxpayer processing system, will be introduced to the public through a new portal, MyDORWAY, during Phase I implementation (Sales, Use, and Withholding Taxes) and preparation will begin for Phase II implementation. The Department is also developing a new approach to detecting and preventing fraud that will redefine its reputation, formally known for the 2012 data breach, as a trailblazer in cyber security awareness and advanced fraud protection.

Agency Name:	South Carolina Department of Revenue
Agency Code:	R44 Section: 106

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administrative and Program Support Personal Service	Agency Administration, Internal Audit, Information Security and Communication functions	$ 970,393	$ -		$ 970,393	$ 2,864,426	$ 295,515		$ 3,159,941	All Objectives
II.A. Programs and Services - Support Services Personal Service	Human Resources, Training and Development, Quality, Procurement & Facilities Management, Budget & Finance, Information Resource & Technology Management and Computerized Systems Management Functions.	$ 8,885,498	$ 23,617,574		$ 32,503,072	$ 12,129,123	$ 24,950,185		$ 37,079,308	All Objectives
II.B. Programs and Services - Revenue and Regulatory Personal Service	Office and field tax audit & collection functions, tax revenue processing, Property Tax Administration and appraisal, agency litigation, and Regulatory (Alcoholic Beverage Licensing and Bingo) Administration.	$ 24,316,825	$ 4,113,489		$ 28,430,314	$ 22,989,562	$ 2,920,159		$ 25,909,721	All Objectives
II.C. Programs and Services - Legal, Policy & Legislative Personal Service	Agency General Counsel; tax policy, bankruptcy matters and legislative services.	$ 544,375			$ 544,375	$ 596,669	$ 7,532		$ 604,201	All Objectives
III.C. Employee Benefits - State Employee Contribution/ Employer Contribution	Employer (agency) share of fringe benefits paid on state employee salaries.	$ 9,757,759	$ 730,748		$ 10,488,507	$ 10,299,484	$ 835,523		$ 11,135,007	All Objectives

Agency Name:	South Carolina Department of Revenue

Agency Code:	R44	Section:	106

Type	Item # Goal	Item # Strat	Item # Object	Description
G	1			Fairly administer and enforce revenue and regulatory laws to maximize compliance
S		1.1		Increase collections.
O			1.1.1	Increase electronic filings.
O			1.1.2	Increase collections through increasing GEAR and Debt Setoff partnerships and usage.
O			1.1.3	Provide tax related education to the public.
S		1.2		Implement Phase I of a new Commercial off the Shelf (COTS) integrated tax processing system (DORWAY).
O			1.2.1	Determine which taxes to migrate to DORWAY during Phase I of implementation.
O			1.2.2	Establish DORWAY system environments including development, production, and training system infrastructures.
O			1.2.3	Conduct transaction testing within DORWAY prior to "go live".
O			1.2.4	Conduct data conversion verification between existing systems and DORWAY prior to "go live".
G	2			Ensure functional security
S		2.1		Ensure compliance with external regulatory bodies (IRS, PCI, etc.).
O			2.1.1	Ensure compliance with external regulatory bodies (IRS, PCI, etc.).
S		2.2		Implement Phase I of a new Commercial off the Shelf (COTS) integrated tax processing system (DORWAY).
O			2.2.1	Conduct a software vulnerability assessment of DORWAY.
O			2.2.2	Conduct an external penetration test of DORWAY.
O			2.2.3	Update the Agency Disaster Recovery Plan to incorporate DORWAY.
S		2.3		Establish a new technological environment (scdor) by building a new infrastructure to house the Agency's various processing systems and components.
O			2.3.1	Build new environment by installing hardware and software and by completing component configurations.
O			2.3.2	Migrate DORWAY into the new environment.
O			2.3.3	Migrate SCDOR website and SCDOR email system and addresses to new domain (.gov).
S		2.4		Establish a formal process for remediating security findings identified through internal and external reviews.
O			2.4.1	Centralize the function of tracking and remediating security findings and assign staff, Security Finding Project Manager, to work with security and information technology.
O			2.4.2	Establish criteria for prioritizing security findings based on risk and maintain an up-to-date prioritization.
O			2.4.3	Establish a process for coordinating with security and IT to complete remediation activities.
O			2.4.4	Establish a mechanism for regular reporting to Senior Management regarding the status of security findings.

Type	Item # Goal	Item # Strat	Item # Object	Description
S		2.5		Develop a functioning Disaster Recovery Plan for the data center and Business Continuity Plan for all Agency office locations.
O			2.5.1	Centralize the function of Disaster Recovery and Business Continuity and assign staff.
O			2.5.2	Procure a Disaster Recovery off-site location.
O			2.5.3	Conduct table-top exercises practicing the Disaster Recovery Plan and the Business Continuity Plan.
G	3			Improve the customer service experience for taxpayers and external stakeholders
S		3.1		Implement Phase I of a new Commercial off the Shelf (COTS) integrated tax processing system (DORWAY).
O			3.1.1	Gather input from external stakeholders regarding DORWAY's external user portal.
O			3.1.2	Conduct DORWAY training sessions for employee users.
S		3.2		Centralize, standardize, and streamline the distribution of external communications.
O			3.2.1	Establish a communications team.
O			3.2.2	Develop a refreshed Agency visual identity and brand standards and establish Agency-wide policies, procedures, logos, and templates for
O			3.2.3	Streamline and enhance the mechanisms through which the Agency and external stakeholders communicate each other.
O			3.2.4	Proactively manage the Agency's relationship with the media and the public by enhancing Director visibility, outreach, social media use, and
S		3.3		Launch a new user-friendly, easy to navigate, secure, and dynamic website.
O			3.3.1	Build new website.
O			3.3.2	Increase the traffic to the website.
O			3.3.3	Decrease the time it takes stakeholders to locate content on the website.
G	4			Develop and retain a competent and productive workforce
S		4.1		Establish an Agency ethics and Code of Conduct program.
O			4.1.1	Establish a written Code of Conduct.
O			4.1.2	Require existing employees to complete ethics and Code of Conduct training.
O			4.1.3	Require new hires to complete ethics and Code of Conduct training.
O			4.1.4	Require existing and new hire full-time equivalents, temporaries, and contractors be fingerprinted for a national background check.
S		4.2		Promote a culture exemplifying customer service, security, collaboration, process improvement, accountability, recognition, and wellness.
O			4.2.1	Communicate regularly to employees regarding culture values.
O			4.2.2	Provide training to employees reinforcing knowledge and skills needed to fulfill the culture values.
O			4.2.3	Promote and provide tools to employees for collaboration and process improvement.
O			4.2.4	Centralize the use of performance metrics for accountability.
O			4.2.5	Promote employee safety and wellness.

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Total SCDOR revenue collections	$9.9 Billion	$10.5 Billion	$10.5 Billion	Fiscal Year 2015	Comparative Revenue Report	Annually	$6.6 Billion in General Fund Collections	All Objectives
2	Percentage of tax returns filed electronically	64%	68%	70%	Fiscal Year 2015	Agency Metrics Dashboard	Annually	Of the 7.2 million returns filed during Fiscal Year 2015, 4.9 million were filed electronically.	1.1.1
3	Percentage of total dollars collected through electronic services	83%	84%	85%	Fiscal Year 2015	Agency Metrics Dashboard	Annually	Of the $12.2 billion dollars collected from returns filed prior to adjustments of any type for Fiscal Year 2015, $10.2 billion dollars were collected through electronic services.	1.1.1
5	Collections from the Debt Setoff Program	$ 134,338,037	$ 136,625,832	$ 136,625,832	Calendar Year 2014	Comparative Revenue Report	Annually	SCDOR assist in the collection of delinquent debts owed to approximately 102 claimant agencies through garnishment of 349,155 SC individual income tax refunds.	1.1.2
6	Collections from the Governmental Enterprise Accounts Receivable Program (GEAR)	$ 13,759,165	$ 13,793,519	$ 13,793,519	Calendar Year 2014	Comparative Revenue Report	Annually	Non-setoff GEAR collections including garnishment, payments, agreements, etc.	1.1.2
7	Number of taxpayer education courses offered and number of participants	5 Courses 506 Participants	6 Courses 485 Participants	6 Courses 500 Participants	Fiscal Year 2015	Agency Metrics Dashboard	Monthly	The following taxpayer workshops were provided: Sales Tax, Withholding Tax, Basic and Advance Corporate Tax, Basic Accommodations Tax, and Sales and Use Tax Workshop. 49 sessions were provided with an average attendee rate of 10 attendees per session.	1.1.3
8	Percentage of taxes migrated to DORWAY.	0	34%	34%	Fiscal Year 2015	Identified through project management tracking work papers and reports resulting from the Phase I DORWAY project.	Annually	Of the 64 taxes and fees administered by the SCDOR, 22 were migrated to DORWAY during Phase I implementation	1.2.1
9	Number of system programming and development tasks completed to stand up DORWAY system.	0	2412	2412	Fiscal Year 2015	Identified through project management tracking work papers and reports resulting from the Phase I DORWAY project.	Annually	Development task include building system interfaces between DORWAY and internal and external systems and migration/cutover procedures.	1.2.2
10	Percentage of initial transaction Phase I DORWAY tests that did not pass based on total tests performed.	0	6.3%	3%	Fiscal Year 2015	Identified through project management tracking work papers and reports resulting from the Phase I DORWAY project.	Annually	Of the 8,928 initial Phase I DORWAY tests performed there were 4,325 different transaction scenarios. 568 of the test performed did not initially pass resulting in 156 system corrections.	1.2.3
11	Number of records and dollars moved from other systems to DORWAY.	0	62,718,271 Records $32,737,159,365	62,718,271 Records $32,737,159,365	Fiscal Year 2015	Identified through project management tracking work papers and reports resulting from the Phase I DORWAY project.	Annually	Prior to the September 1, 2015 Phase I DORWAY rollout, data conversion verification between existing systems and DORWAY was conducted to migrate taxpayer accounts, returns, payments, collections and liens.	1.2.4

#	Description				Period	Methodology	Frequency	Explanation	Code
12	Number of systems consolidated in the rollout of Phase I of DORWAY.	0	4	4	Fiscal Year 2015	Identified through project management tracking work papers and reports resulting from the Phase I DORWAY project.	Annually	Phase I of DORWAY involved the system consolidation of the following: South Carolina Integrated Tax System (SCITS), South Carolina Automated Tax System (SCATS), Automated Receivables Management System (ARMS), and Automated Collection System (ACS).	1.2.4
13	Number of external security audits performed and accepted by regulatory bodies (non-South Carolina State Agency).	3	3	3	Fiscal Year 2015	Identified through reporting and reviews with external regulating bodies.	Annually	External security audits accepted the Agency's level of security and compliance based on audit results.	2.1.1
14	Number of failing software vulnerability tests	0	0	0	Fiscal Year 2015	Identified through test work papers and reporting resulting from tests performed.	one-time	Prior to the rollout of Phase I of DORWAY, 120 servers and workstations underwent innumerable tests assessing software vulnerability.	2.2.1
15	Number of DORWAY external penetration testing attempts to successfully penetrate security barriers.	0	0	0	Fiscal Year 2015	Identified through test work papers and reporting resulting from tests performed.	one-time	All external testing attempts conducted on the new DORWAY portal which will be used by the public and external stakeholder were unsuccessful.	2.2.2
16	Number of operational servers established and/or migrated into the Agency's new Technology Infrastructure Environment.	6	254	557	Fiscal Year 2015	Identified through reports provided.	Monthly	71 DORWAY servers were created and housed in the new infrastructure. 183 email and website servers were created or migrated to the new infrastructure.	2.3.1,2.3.2, 2.3.3
17	Number of staff assigned to the new function of ongoing security audit tracking and finding remediation.	0	6	6	Fiscal Year 2015	Identified through updated positions descriptions.	one-time	A Security Finding Project Manager was hired to lead a security finding team to identify and remediate findings timely.	2.4.1
18	Number of in-person meetings held between Information Security and Information Technology.	0	53	53	Fiscal Year 2015	Identified through minutes and reports resulting from the meetings.	Weekly	Information Security and Information Technology met at a minimum of once weekly to facilitate and expedite completion of security work items.	2.4.3
19	Number of times that security work items were reported to executive management.	0	12	12	Fiscal Year 2015	Identified through reports provided.	Monthly	Executive management met at a minimum once monthly to review security related work items.	2.4.4
20	Number of staff assigned to the new function of Disaster Recovery and Business Continuity Management.	0	3	3	Fiscal Year 2015	Identified through updated positions descriptions.	one-time	3 existing SCDOR employees were assigned new duties related to the plans.	2.5.1
21	Years of contracted coverage for a disaster recovery site.	0	5	5	Fiscal Year 2015	Identified through contract with disaster recovery site, which was awarded August 12, 2014.	Annually	A disaster recovery site would maintain duplicate back-ups of SCDOR data at a remote location from the primary data processing center in the event of a disaster.	2.5.2
22	Number of table-top exercises conducted to test the Disaster Recovery Plan and the Business Continuity Plan.	0	87	87	Fiscal Year 2015	Identified through minutes and reports resulting from the table-top exercises.	Annually	84 SCDOR employees participated in table top exercises of both plans.	2.5.3

#	Metric	Baseline	Actual	Target	Period	Data Source	Frequency	Notes	Ref
23	Number of external partners set up to interface with Phase I of DORWAY.	0	9	9	Fiscal Year 2015	Identified through project management tracking work papers and reports resulting from the Phase I DORWAY project.	Annually	Partnerships included 2 federal agencies, 4 state agencies, and 3 financial institutions.	3.1.1
24	Percentage of existing, active employees to attend Phase I DORWAY Training.	0	75%	75%	Fiscal Year 2015	Identified through project management tracking work papers and reports resulting from the Phase I DORWAY project.	Annually	14 categories of training classes were offered to employees with 99 total sessions offered. Of the 835 existing FTEs, contracted and temporary employees, 625 attended at least one session.	3.1.2
25	Number of staff assigned to the new Communications Team.	0	5	5	Fiscal Year 2015	Position Descriptions.	one-time	The new team consisted of a Communications Director, Public Information Director, Digital Communications and Multimedia Manager, Research Specialist and Digital Communication Specialist	3.2.1
26	Number of initiatives to develop a refreshed visual identity for the Agency.	0	23	23	Fiscal Year 2015	Logos and templates	one-time	5 primary and 3 secondary Department logos were created and approved; 15 templates were created and approved to be used for all external correspondence and external presentations.	3.2.2
27	Number of policies contained in a new Communication Resource Guide implemented Agency-wide.	0	13	13	Fiscal Year 2015	The Communication Resource Guide.	one-time	Policies included the establishment of the following new communication standards: visual identity, logo, publication formatting, email, telephone, internal and external standards.	3.2.3
28	Number of external communication outreach and publications.	0	147	147	Fiscal Year 2015	Copies of publications containing the articles.	Annually	The Department proactively distributed 28 news releases, 43 ReveNews Newsletters; 72 Policy e-blast and published 4 articles in various magazines.	3.2.4
29	Average response time for media inquires	0	12 minutes - phone 2.75 hours - email	12 minutes - phone 2.75 hours - email	Fiscal Year 2015	Internal Media Tracking Log	Annually	The New Communications Team fielded and responded to a total of 151 media inquires with 85% being email inquiries.	3.2.4
30	Number of Agency tweets, Twitter accounts following the Agency, and links clicked through SCDOR tweets.	51 Tweets 686 Followers 0 Links Clicked	121 Tweets 805 Followers 412 Links Clicked	121 Tweets 805 Followers 412 Links Clicked	Fiscal Year 2015	Identified through a dashboard provided by a web analytics tool.	Annually	Agency tweets include posting made by SCDOR on the social media website Twitter. The followers include SCDOR constituents who receive SCDOR information via the social media website Twitter and the number of links clicked through a SCDOR tweet indicated the number of SCDOR constituents engaged in the information provided.	3.2.4
31	Number of recipients and subscribers to external communications.	0	1737	1737	Fiscal Year 2015	Website analytics and newsletter/e-blast recipient list	Annually	News Release Media Recipients - 466. ReveNews Subscribers - 916 Policy e-blast Subscribers - 355. This does not include circulation of magazines in which SCDOR articles were published.	3.2.4

32	Average open rate of ReveNews and Policy e-blasts (The industry average open rate is 32.98%).	0	24.80%	32.98%	Fiscal Year 2015	Website analytics tool.	Annually	Of the 1271 subscribers, approximately 315 opened the 115 ReveNews and Policy e-blasts distributed.	3.2.4
33	Number of page views since the new website launched on December 19, 2014.	0	2,980,954	2,980,954	Fiscal Year 2015	Identified through a dashboard provided by a web analytics tool.	Annually	Google analytics measures the views of the site's 250 pages.	3.3.1, 3.3.2
34	Total users of the new website.	0	616,848	616,848	Fiscal Year 2015	Identified through a dashboard provided by a web analytics tool.	Annually	Of the total users, 54.4% were new users.	3.3.1, 3.3.2
35	Bounce rate for the new website.	0	31.90%	31.90%	Fiscal Year 2015	Identified through a dashboard provided by a web analytics tool.	Annually	The percentage of visitors to SCDOR's website who navigate away from the site after viewing only one page.	3.3.3
36	Percentage of existing, active employees to complete the 2015 Ethics and Code of Conduct training	0	100%	100%	Fiscal Year 2015	Training Attendance Records	Monthly	835 existing FTEs, Temporary and Contracted Employees completed six Ethics and Code of Conduct Training modules. Inactive employees will complete training upon their return to work.	4.1.1, 4.1.2
37	Percentage of new personnel to complete the 2015 Ethics and Code of Conduct training	0	100%	100%	Fiscal Year 2015	Training Attendance Records	Monthly	26 new FTEs, Temporary and Contracted Employees completed six Ethics and Code of Conduct Training modules.	4.1.3
38	Percentage of full-time equivalents, temporaries, and contractors fingerprinted for a national background check.	0	100%	100%	Fiscal Year 2015	National Background Report	Annually	941 new and existing FTEs were required to participate in a national background check starting on August 25, 2014 resulting in 2 personnel actions.	4.1.4
39	Number of electronic, internal communications distributed to SCDOR employees	0	78	78	Fiscal Year 2015	Copies of publications.	Annually	37 weekly informational e-newsletters as well as 41 additional informational agency wide emails were distributed to employees. Topics covered facility issues, employee news, culture values and security reinforcement, wellness and outreach.	4.2.1
40	Number of internal education training courses offered and number of SCDOR employee attendees.	5 506	6 2,192	6 2,000	Fiscal Year 2015	Agency Metrics Dashboard	Monthly	The following internal education training courses were provided: Customer Service, Process Improvement, Enhanced Systems, Security and Disclosure, Tax Law and General Employee Training. 243 training sessions were provided with an average attendee rate of 9 employees.	4.2.2
41	Number of process improvements resulting from the centralization of agency metrics	0	10	10	Fiscal Year 2015	Agency Metrics Dashboard	Monthly	160 agency metrics were centralized and monitored throughout the year resulting in important process improvement initiatives.	4.2.3, 4.2.4

42	Number of Community Outreach and Wellness Opportunities offered to SCDOR Employees	0	11	12	Fiscal Year 2015	Agency Metrics Dashboard	Monthly	Approximately 10% of agency employees participated and/or volunteered to support the following community outreach and Wellness opportunities: Salvation Army Toy Drive, Harvest Hope, Special Olympics, Habitat for Humanity, 2014 Breast Cancer Walk, 2014 Heart and Sole Walk, Walking Trail, Relay for Life, Agency blood drive, Family fit challenge, Worksite Health Screening, Buddy Fit Walking Challenge	4.2.5
43	Number of new facility security initiatives implemented.	11	10	10	Fiscal Year 2015	Agency Metrics Dashboard	One-time	Top facility security initiatives implemented: Installation of an exit reader system at the 11 employee points of entry and exits at the main Columbia location, installation of a public entry metal detector, addition of 2 Bureau of Protective Services (BPS) officers onsite and installation of a mass notification system.	4.2.5