Office of Support Services (OSS)

Carole Collins, Deputy Director

Scott Speares, Assistant Deputy Director

Mark Litz, IT Director

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- OSS' purpose is to provide titling, registration and licensing services to the public and to support the agency's core mission by providing quality and efficient administrative support for all agency sections and programs.[10]
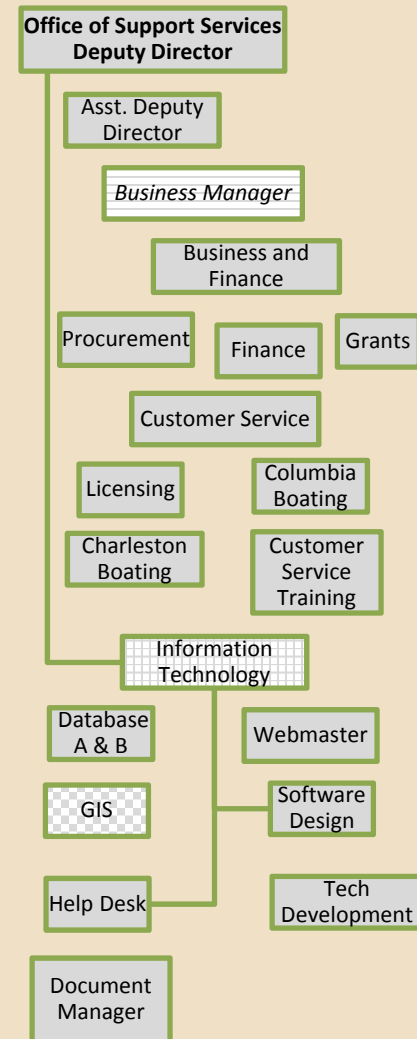
Office of Support Services
Deputy Director
- Asst. Deputy Director
- Business Manager
- Business and Finance
  - Procurement
  - Finance
  - Grants
- Customer Service
  - Licensing
  - Columbia Boating
  - Charleston Boating
  - Customer Service Training
- Information Technology
  - Database A & B
  - Webmaster
  - GIS
  - Software Design
  - Help Desk
  - Tech Development
- Document Manager

Figure 6. Agency organizational chart - Office of Support Services portion, provided by the agency, current as of August 9, 2017.

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Table 14. List of Office of Support Services' deliverables.

Item #	Product or Service	Does law require, allow, or not address it?	Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
26[5]	Issues boat and motor titles and boat registrations. *Note: Beyond material cost, cost per unit has multiple variables.	Require; S.C. Code Ann. 48-1-85; 50-23-20 through 50-23-170; 50-23-205 through 210; 50-23-260 through 290; 50-23-310 through 400	Yes	Yes	No	No*	Yes

Greatest potential harm to the public if deliverable is not provided
Clear legal ownership would not be established, would reduce the funds available for LE on the waters of the State as well as reduce funding for agency support services.

1-3 recommendations to the General Assembly, other than $, for how the General Assembly can help avoid the greatest potential harm
1. The General Assembly could address the issue of property taxes on boats. Unlike autos, boat taxes are collected in arrears and taxes due follow the boat, not the individual. Since boats are registered every 3 years, then new owners often are left with: (a) taxes from the previous owner; (b) a county block on the DNR system which prevents DNR from registering a boat because of a previous owner's taxes; and (c) often being denied at DNR with no immediate solution, due to a county tax issue.

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Item #	Product or Service	Does law require, allow, or not address it?	Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
27[6]	Issues saltwater recreational fishing licenses, and freshwater licenses and hunting licenses. *Note: Beyond material cost, cost per unit has multiple variables. Number of customers can be derived through annual averages.	Require; S.C. Code 50-5-1100; 50-9-540; S.C. Code Ann. 50-9-40 through 80; 50-9-410; 50-9-430; 50-9-450 through 460; 50-9-510 through 50-9-535; 50-9-540 through 610; 50-9-650 through 750; 50-11-1200 through 1250; 50-11-2470 through 2475; 50-11-1370; 50-11-2470; 63-17-2730	Yes*	Yes*	No	Yes*	Yes

Greatest potential harm to the public if deliverable is not provided
The state's ability to protect and manage the state's natural resources would be severely impacted.

1-3 recommendations to the General Assembly, other than $, for how the General Assembly can help avoid the greatest potential harm
1. Continue to adopt Departmental legislative initiatives that are proactive in the management of the state's natural resources.

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Purpose: To provide titling, registration and licensing services to the public and to support the agency's core mission by providing quality and efficient administrative support for all agency sections and programs.

- Columbia and Charleston Customer Service Sections have a staff of 34 employees.
- There are 4 express license offices: Clemson, York, Florence and the SCDNR at the State Farmers Market in West Columbia.
- Statewide, 500 non-SCDNR point of sale vendors (including 88 Wal-Marts) issue hunting and fishing licenses on behalf of the SCDNR.

FY 2017 Customer Service Activity			
Boating		**Licensing**	
Mail Count	43,591	Mail Count	27,323
Returns	8,026	Returns	4,086
Phone Calls	62,631	Phone Calls	40,741

Number of Boats Registered in South Carolina per U.S. Coast Guard		
2015	494,787	8th
2016	503,743	7th

Annual Boating Customers Served - 3Yr Average - 2014-2016	
New Titles Watercraft	14,702
Transfer Title Watercraft	26,327
Internet/Call Center Renewals	18,803
SCDNR Renewals	63,785
Number of Customers Served	**123,617**

FY 2017 – Hunting & Fishing Licenses Issued - 689,865		
Type	**# Sold**	**Cost**
Hunting (Resident)	148,898*	$12.00 *Includes Combination Licenses
Hunting (Non-Resident)	26,174	$125.00 Yr. 10 Day -$75, 3 Day $40
Hunting Total	**175,072**	
FW Fishing (Resident)	208,145	$10.00
FW Fishing (Non-Resident)	71,202	$ 35.00 Yr. 14 Day-$11
SW Fishing (Resident)	125,470	$10.00
SW Fishing (Non-Resident)	87,338	$ 35.00 Yr. 14 Day-$11
Fishing Total	**492,155**	
Lifetime & Lifetime Combo License	629	$300,$400, $500
Gratis	477	$0
Senior License	1,550	$9 one-time
Disability License	6,983	$0
Total Special Licenses	**22,639**	

In 2017 -Non-resident were responsible for approximately 25% of Freshwater fishing, 41% of Saltwater Fishing, and 15% of Hunting Licenses Sales.
SCDNR's last federal license certification (2015) showed that non-residents:
Made up only 12% of hunting license sales, but generated 44% of hunting revenue.
Made up only 24% of fishing license sales, but generated 40% of Fishing revenue.

FY 2017 Highlights of Additional Privileges	
Combination / Sportsman (includes WMA) Licenses	130,613
Big Game Permits (Deer, Turkey, & Bear)	30,021
WMA Permits	7,709
Apprentice Licenses	1,077

Services Provided at No Cost to the Public	
Turkey Tag Sets	129,993
No Cost Duplicate Tags & License	6,971
Licenses	6,983

FY 2017 Sales Sources By %		+/- % Since FY 2015	Licensing & Boating Yearly Total	Licenses Minus Boating
Internet	38%	+11%	7,699,424.00	6,585,960.00
Wal-Mart	24%	0%	4,231,046.50	4,231,046.50
POS Vendors	22%	-10%	3,754,717.40	3,754,717.40
All SCDNR Offices	12%	-1%	9,118,366.46	2,123,202.26
Call Center	4%	-1%	824,413.00	726,064.00
Total			**$25,627,967.36**	**$17,420,990.16**

Figure 7. Office of Support Services products and services

- SCDNR outsourced the printing and distribution of more than 1.9 million deer tags to more than 176,000 customers during July 2017.

- IT staff created a customer portal which permits license inquires and includes the feature of a downloadable PDF (digital license) that can be stored and accessed via mobile devices.

- SCDNR issued 129,993 sets of turkey tags in FY 2017, of which at least 105,537 were mailed. SCDNR surveys show that there are between 45,000 to 50,000 turkey hunters who request tags per year. This results in more than 50,000 tags being issued, mailed and not used at a cost to the agency of at least $29,000.

- The GIS section has created 9 customer application Interactive Maps of Public Lands, Boat Ramps (Freshwater and Saltwater Specific), Oyster Reefs, Artificial Reefs, S.C. Flooding Journals and Geological.

- The GIS Interactive Map Application recorded 81,060 visits, or hits, by the public on the public lands webpage and 29,519 hits on the boat ramp webpage.

- IT launched the agency's e-mail subscription service that delivers customer-desired SCDNR content. As of July 31st there are 171,841 subscribers, with 549,954 subscriptions covering 65 topics.

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Table 15.1 Portion of agency strategic plan applicable to the Office of Support Services: Strategy 5.1: Issue all required documents to lawfully operate and show ownership of boats and motors in South Carolina and to legally hunt and fish in the state - strategies, objectives, and resource

GOAL 5	Continuously evaluate and improve administrative and business processes, efficiency, effectiveness, and internal and external service delivery with a focus on transparency, communication, accountability, and the integration of new technologies.

<u>Associated Organization Unit</u>:   Office of Support Services
<u>Responsible Employee(s)</u>:   Mr. Derrick Meggie (responsible for less than three years)
                              Note: Mr. Meggie took a position at another entity in August 2017 and Ms. Carole Collins is now the
Deputy Director

Strategies and Objectives	2016-17		2017-18	
	FTE equivalents utilized	Total spent[13]	FTE Equivalents utilized	Total budgeted[14]

• **Strategy 5.1** - Issue all required documents to lawfully operate and show ownership of boats and motors in South Carolina and to legally hunt and fish in the state.
  o **Objective 5.1.1** - Issue titles and registration for new boats and motors; process transfers of boats and motors, duplicate titles, decals, registration cards, and lien satisfactions in the most accurate and timely manner.
    ▪ Partner(s), by segment: Federal, state, and local government; private businesses; non-profits; and individuals
	26	$1,320,163 (1.14%)	28	$996,927 (0.86%)

o **Objective 5.1.2** - Issue the licenses, permits, tags that are required to hunt and/or fishing in South Carolina. ▪ Partner(s), by segment: Federal and state government; private businesses; and individuals	11	$993,057 (0.86%)	13	$1,280,415 (1.11%)

Table 15.2 Portion of agency strategic plan applicable to the Executive: Strategy 5.2: Review the development, utilization and deployment of agency's internal resources to deliver the best service possible in meeting the changing business needs of DNR, our customers and the citizens of the state - strategies, objectives, and resource (human and financial) allocations.

GOAL 5	Continuously evaluate and improve administrative and business processes, efficiency, effectiveness, and internal and external service delivery with a focus on transparency, communication, accountability, and the integration of new technologies.

<u>Associated Organization Unit</u>:   Executive

<u>Responsible Employee(s)</u>:   Mr. Mark Litz is responsible for Objective 5.2.1 (responsible for less than three years)

Director Alvin Taylor is responsible for Objective 5.2.2 (responsible for more than three years)

<u>Employee have input in budget?</u> Yes, Mr. Litz and Director Taylor have input into the budget for their respective objectives.

<u>Strategies and Objectives</u>	<u>2016-17</u>		<u>2017-18</u>	
	FTE equivalents utilized	Total spent[15]	FTE Equivalents utilized	Total budgeted[16]
Strategy 5.2 - Review the development, utilization and deployment of agency's internal resources to deliver the best service possible in meeting the changing business needs of DNR, our customers and the citizens of the state.				
o **Objective 5.2.1** - Expand and promote the use of technology, online and contracted call centers and regional locations to better educate customers and simplify customer service interaction for boating, hunting and fishing related inquiries and transactions; and use technology to improve and/or redesign internal and external processes to support all sections of the agency. ▪ Partner(s), by segment: State and local government; private businesses; nonprofits; and individuals	27	$3,642,751 (3.15%)	27	$3,359,371 (2.90%)
o **Objective 5.2.2** - Support the agency's core mission by providing quality and efficient support for all agency sections and programs, including, but not limited to, legal services, human resources support, business and finance, audit management, and legislative support. ▪ Partner(s), by segment: Federal, state, and local government; higher education and K-12 institutes; private businesses; non profits; and individuals	43.45	$4,200,323 (3.63%)	43.45	$3,237,633 (2.80%)

Figure 8. Office of Support Services employees and expenses.

Expenses	Amount
General Fund Recurring	$3,059,788
General Fund One Time	$1,396,476
Earmarked	$2,118,125
Restricted	$1,744,710
Federal	$409,472
Total	$8,728,571

*Includes Executive Office and OSS
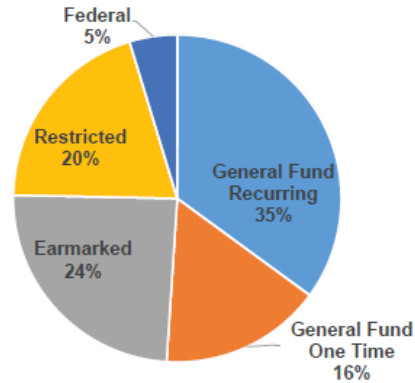
Employees	
FTEs	107.45
Hourly	5
Total	112.45

*Includes Executive Office and OSS
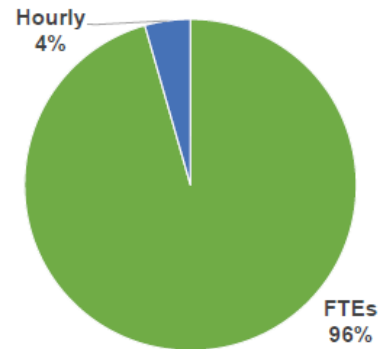
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Table 15.3. Performance measures associated with portion of agency strategic plan applicable to the Office of Support Services:

| Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Fully develop, implement and deploy technology tools/solutions as necessary to support the agencies programs. Best in the Country: These are tailored in-house agency technology solutions for DNR specific needs Additional Notes: Current Solutions in Development: (1) Electronic Financial Ticket Data Exchange; (2) Grant Real- Time Data Program; (3) Detailed Information Management System (DIMS) - internal financial system; (4) Procurement contract expiration notification system.	Output	Target: DNE Actual: DNE	Target: DNE Actual: DNE	Target: DNE Actual: DNE	Target: Target will vary based on solutions needs requested by agency programs. Actual: 7	Target: 4

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Number of Boats Registered. Required by: Federal government Best in the Country: Unknown Additional Notes: Target not controlled by the Agency; ** Agency must know the number of boats, in order to calculate the number/percent of returns, to establish measurable improvement measures to reduce the return rates.	Output	Target: DNE Actual: 465,805	Target: DNE Actual: 485,253	Target: DNE Actual: 494,787	Target: DNE Actual: 503,743	Target: DNE
Number of Hunting and Fishing Licenses Sold. Required by: Federal government Best in the Country: Unknown Additional Notes: Target not controlled by the Agency; ** Licenses are no longer on a fiscal year basis as of 2015, now licenses sold on a 365 basis. Agency must know the number of licenses, in order to calculate the number/percent of returns, to establish measurable improvement measures to reduce the return rates.	Output	Target: DNE Actual: DNE	Target: DNE Actual: DNE	Target: DNE Actual: 779,429	Target: DNE Actual: 724.050	Target: DNE
Increase the percentage of on-line transactions completed. Required by: Agency selected Best in the Country: Unknown	Input	Target: DNE Actual: DNE	Target: DNE Actual: DNE	Target: DNE Actual: 27%	Target: Customer Service sought to increase traffic through promotion. Increased 11% in 2 Years. Actual: 38%	Target: 43%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

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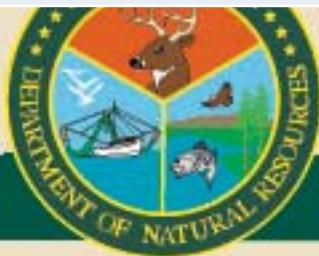
Agency Recommendations related to OSS

In the Program Evaluation Report, the Committee asks the agency to provide a list of recommendations related to internal changes and changes in laws, which may improve the agency's efficiency and effectiveness, or update antiquated laws. Below are the agency recommendations applicable to its Office of Support Services.

- Internal Agency Recommendation
  - o #6: Enterprise Licensing and Registration System
  - o #7: Tagging infrastructure and major transaction outsourcing
  - o #8: Customer Portal
  - o #9: Tracking the daily number of boating and licensing applications received
  - o #10: License renewal reminders for expiring privileges using an e-mail subscription management system
  - o #11: Relocating headquarters to allow for better customer service
  - o #12: Multiple boating transaction pilot program for permitted marine dealers
  - o #13: Standard Operating Procedures Manual
  - o #14: Electronic financial ticket data exchange with Court Administration
  - o #15: Internal financial system to replace legacy system
  - o #16: Automated Computer Program to obtain weekly data for DNR grant use
  - o #20: Workers compensation payment improvement to account for different funding sources

Internal Change #6: Enterprise Licensing and Registration System

Development of a new Enterprise Licensing and Registration System. In the fall of 2017, the agency will begin the process of documenting the business procedures with contract technical writers for boating, recreational and commercial licensing and permitted Marine Dealers in order to define a scope of work for the development of a new enterprise watercraft and licensing system. The current system has a fragmented infrastructure design, is not flexible, and does not meet all agency business requirements. Vendors that create these types of systems are generally compensated through transactional costs, thus the agency can increase the efficiency by expediting the transaction times through system integration, while holding costs steady.

    a. <u>Stage of analysis</u>: A plan for implementation has been set.

    b. <u>Presented and Approved by Board/Commission</u>: No.

    c. <u>Performance measures impacted and predicted impact</u>: Increase customer service efficiency by expediting transaction times while holding costs steady.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objectives 5.1.1, 5.1.2 & 5.2.1. Within these objectives the agency will use technology to address system limitations that will improve the agency's customer service processes.

    e. <u>Anticipated implementation date</u>: Fall of 2017.

Internal Change #7: Tagging infrastructure and major transaction outsourcing

The development of a new tagging infrastructure and major transaction outsourcing. The agency developed programming that has allowed for the outsourcing of deer tags. From July 2017, electronic files containing 1.9 million tags (176,000 customers) were transmitted to a vendor for printing and distribution. This feat paves the way for the distribution of turkey tags. More importantly, this outside fulfillment solution cleanses addresses within our database; supplies the agency with a mail confirmation; conforms our mail to all postal standards which speeds delivery and saves on postage; and reduces the agency's need to acquire commercial grade equipment. With the technical infrastructure in place, this will allow the agency to explore expanding this concept to watercraft registration documents.

    a. <u>Stage of analysis</u>: Implemented.

    b. <u>Presented and Approved by Board/Commission</u>: Presented to Board.

    c. <u>Performance measures impacted and predicted impact</u>: Increases the speed and accuracy of the fulfillment aspect of the agency's services.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objectives 5.1.1, 5.1.2 & 5.2.1 – The average mailing cost for the deer tagging bulk distribution averaged between 24 to 25 cents, whereas the agency's mailing cost had been in the range of 44 to 45 cents.

    e. <u>Anticipated implementation date</u>: Deer Tags have been implemented as of July 2017; Turkey tags will be implemented in the spring of 2018; and Watercraft registrations is in the exploratory stage.

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Internal Change #8: Customer Portal

Implementation of a Customer Portal which will permit constituents to uniquely identify themselves and conduct inquiries regarding their current Hunting/Fishing privileges and permits. This Portal will include the feature of a downloadable PDF (electronic format) that can be stored and accessed via mobile devices. This PDF can be used as a form of a digital license. A digital license permits a single dynamic document that can be easily updated/maintained by a customer for use in identifying themselves and their current privileges to any DNR Law Enforcement Officer. DNR Law Enforcement will utilize this application to improve interaction with constituents. The simple yet robust features of the application will permit DNR Law Enforcement to easily assess an individual's licenses status via a mobile device. This will reduce reliance on using radios to request DNR staff to conduct customer checks and relay said information verbally to the field officer.

    a. <u>Stage of analysis</u>: A plan for implementation has been set.

    b. <u>Presented and Approved by Board/Commission</u>: Concept Presented to Board.

    c. <u>Performance measures impacted and predicted impact</u>: Customers are provided on demand duplicate licenses. This convenience will not only save the customer time, but will also save the agency both time and resources (i.e. – administrative processing and law enforcement verifications). Measurability – monthly number of unique hits to the on-line application and PDF downloads.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objectives 5.1.2 & 5.2.1 - The agency will use technology to allow customers and law enforcement to access records with a result of greater customer satisfaction.

    e. <u>Anticipated implementation date</u>: August 14th, 2017.

Internal Change #9: Tracking the daily number of boating and licensing applications received

The Boat Titling & Registration and the Licensing sections initiated tracking the daily number of boating and licensing applications received starting April 1, 2016 to aid in the establishment of baseline production measures for the number of boating related transactions performed, particularly during the peak boating season of March – August; as well as licensing activities. Turnaround time is based on volume of work, complexity of the transaction, completeness of the documentation and staffing. Even though DNR does not control the number, type, or complexity of the transactions; collecting and analyzing this data has allowed for streamlining of some processes, the reallocation of staffing and will allow us to focus on ways that we may help the customer by reducing the number of transactions we have to return for not being complete.

    a. <u>Stage of analysis</u>: On-going to date.

    b. <u>Presented and Approved by Board/Commission</u>: No.

    c. <u>Performance measures impacted and predicted impact</u>: To identify transaction processing impediments and to make process improvements.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objective 5.1.1, the objective will be to decrease turnaround time of transactions back to the customer.

    e. <u>Anticipated implementation date</u>: Agency continues on-going collection of data.

Internal Change #10: License renewal reminders for expiring privileges using an e-mail subscription management system

The development of license renewal reminders for expiring privileges using an e-mail subscription management system that provides access to DNR information by proactively delivering customer desired content through e-mail and wireless alerts. Since license terms changed from July 1st to June 30th, to one year from the date of purchase, there can be multiple renewals dates associated with a customer's various privileges.

   a. Stage of analysis: A plan for implementation has been set, Fall of 2017.

   b. Presented and Approved by Board/Commission: No.

   c. Performance measures impacted and predicted impact: The full implementation of this system will keep customers informed about their expiring privileges and registrations. Agency will seek to analyze these notifications to reduce the number of off-peak expired transactions that have to be processed during peak volume times.

   d. Costs of the Objective(s) impacted and anticipated impact: Objectives 5.1.1, 5.1.2 & 5.2.1. This system will keep the customer informed, and can help in the avoidance of warning citations, fines, a customer's late fee on boating registrations and the customer's time. (We continue to send a mailed boating courtesy reminder).

   e. Anticipated implementation date: The programming for the licensing data interface is scheduled for Fall of 2017. The watercraft data interface has yet to be scheduled

Internal Change #11: Accessibility to customer service

Customer accessibility to customer service. The agency is exploring all options that will make customer service sections more accessible. The department's main boating customer service area is currently located on the first floor of the Rembert C. Dennis Building, fronting Assembly St., on the Statehouse grounds. This location has become increasingly problematic for public access due to the City of Columbia reducing the number of street parking spaces on Assembly St. When the opportunity arose to move the licensing section to the State's Farmers Market, the department took that opportunity in January of 2016. Impending development and street-scaping along Assembly St., traffic congestion and lack of parking will continue to be a problem for those seeking boating and licensing services. The agency is analyzing the cost and technology needed to relocate the headquarters, located in the Dennis building, due to the additional density in downtown Columbia which creates access problems for the public.

   a. Stage of analysis: Idea.

   b. Presented and Approved by Board/Commission: No.

   c. Performance measures impacted and predicted impact: This will provide customers easier access for transactions that either the customer must do in person, or prefers to perform in office.

   d. Costs of the Objective(s) impacted and anticipated impact: Objective 5.1.1. Cost has not been fully assessed.

   e. Anticipated implementation date: Analysis is on-going.

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Internal Change #12: Multiple boating transaction pilot program for permitted marine dealers

The Boat Titling & Registration section established a pilot program that allows a Permitted Marine Dealer to batch multiple boating transactions, and upon receipt of the physical documents, one credit card payment is processed for the batch.

    a. <u>Stage of analysis</u>: A pilot program was launched in April of 2017 and is in the process of being expanded.

    b. <u>Presented and Approved by Board/Commission</u>: No.

    c. <u>Performance measures impacted and predicted impact</u>: The amount of time saved for the purchaser to receive their boating documentation when both the dealer and the DNR can resolve any of a number of issues that could delay a batch from being processed (ex: liens, personal property taxes, bad ID numbers, ownership issues, incorrect processing fees, unsigned checks).

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objective 5.1.1. To decrease dealer turnaround time of batches containing multiple transactions resulting in greater customer satisfaction (dealer & applicant).

    e. <u>Anticipated implementation date</u>: Still in a pilot program stage, based on the results the agency will analyze the feasibility and conditions necessary for implementation.

Internal Change #13: Standard Operating Procedures Manual

The Boat Titling & Registration section initiated the creation of a Standard Operating Procedures Manual (SOP). The Business & Finance section is creating draft desk procedures.

    a. <u>Stage of analysis</u>: A plan for implementation has been set.

    b. <u>Presented and Approved by Board/Commission</u>: No.

    c. <u>Performance measures impacted and predicted impact</u>: To document all processes and procedures to train new staff, provide a guide for backup duties, cross-training and to reinforce continuity of internal processes and procedures, thus increasing internal quality control.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objective 5.2.2 - To decrease errors in processes that will result in greater efficiency.

    e. <u>Anticipated implementation date</u>: SOP draft is complete, will be an on-going process. Business & Finance drafts are in the development stages.

Internal Change #14: Electronic financial ticket data exchange with Court Administration

Initiated the creation of an electronic financial ticket data exchange from the Court Administration's Case Management System.

    a. <u>Stage of analysis</u>: Agency representatives have analyzed the feasibility and have begun designing a plan for implementation.

    b. <u>Presented and Approved by Board/Commission</u>: No.

    c. <u>Performance measures impacted and predicted impact</u>: 1) Eliminates duplicate keying of ticket financial information thus reducing human error; 2) Automatically creates an electronic accounts' receivable ledger; 3) Automatically maps fines to the appropriate accounts.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objective 5.2.2. This will eliminate duplicate manual actions, thus saving staff time and redefining some of the roles for the responsible staff. The agency will have to analyze the budgetary impact.

    e. <u>Anticipated implementation date</u>: Estimate – on or before July 1, 2018.

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Internal Change #15: Internal financial system to replace legacy system

IT is currently developing a new internal financial system, the Detailed Information Management System (DIMS), to replace our mainframe legacy financial system. This will allow for more changes and controls at the division level as it relates to coding and billing. These changes will be in a format that tie in more closely with the state's current financial system (SCEIS).

    a. <u>Stage of analysis</u>: A plan for implementation has been set; currently in the programming stage.

    b. <u>Presented and Approved by Board/Commission</u>: No.

    c. <u>Performance measures impacted and predicted impact</u>: By retiring the 20+ year old legacy system, internal financial processes will synchronize with SCEIS thereby decreasing processing times for coding, billing and payments; provide real-time account changes by business managers; and provide an audit trail for auditors performing the federal single audit.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objective 5.2.2. The objective will be to decrease turnaround time of internal transactions.

    e. <u>Anticipated implementation date</u>: Still in development. Estimate full implementation April 2018.

Internal Change #16: Automated Computer Program to obtain weekly data for DNR grant use

Initiated the creation of an automated computer program in the Fall of 2016 that will pull real-time data out of SCEIS on a weekly basis for DNR grant use.

    a. <u>Stage of analysis</u>: Program framework has been established.

    b. <u>Presented and Approved by Board/Commission</u>: No.

    c. <u>Performance measures impacted and predicted impact</u>: 1) Eliminates spreadsheets that duplicate the financial documents of record within SCEIS that cannot be accurately maintained or deployed to staff in a timely manner; 2) Keeps grant staff & PIs (Principle Investigators) knowledgeable as to a grant's fiscal status relating to expenditures and balances during the grant and particularly during the grant closing process; and 3) creates an agency-wide continuity in grant financial processes and procedures for grant and staff, PIs, business managers and auditors.

    d. <u>Costs of the Objective(s) impacted and anticipated impact</u>: Objective 5.2.2. The objective will be to increase grant efficiency which impacts PIs, business managers, grant procurement and finance staff. This will lead to better and faster compliance with grant requirements.

    e. <u>Anticipated implementation date</u>: Still in a pilot program stage.

Internal Change #20: Workers compensation payment improvement to account for different funding sources

OSS would like to have the SCEIS payroll system used to allocate Workers Compensation Insurance payments by pay period instead of a manual quarterly calculation. Using SCEIS account codes for each pay period, the costs would be allocated in proportion to the payment of salary and wages. A number of employees are charged to different grants and other funding sources at various times of the year. The real time transfer of payments would also eliminate the need for manual quarterly allocation calculations and the year-end settlements.

    a. Stage of analysis: This is only an idea.

    b. Presented and Approved by Board/Commission: No.

    c. Performance measures impacted and predicted impact: Increased efficiency and accuracy posting workers compensation expenditures to grants and other funds.

    d. Costs of the Objective(s) that will be impacted and the anticipated impact: Unsure of cost, it would require the SCEIS Review Panel approval resulting in SCEIS programming changes, Department of Administration approval and funding would also be required. Unsure if any statutes would need to be amended.

    e. Anticipated implementation date: TBD.

OFFICE OF SUPPORT SERVICES

Overview

Office of Support Services Division (OSS) is one of the agency's organizational units. This unit continuously evaluates and improves administrative and business processes; and the efficiency and effectiveness of internal and external service delivery with a focus on transparency, communication, accountability and the integration of new technologies. Table 5 provides additional information about the unit. Table 13 provides additional information about the OSS organizational unit.

Table 13. DNR Organizational Unit: Office of Support Services.

Details	2014-15	2015-16	2016-17
What is the turnover rate?	10.45%	19.58%	18.18%
Is employee satisfaction evaluated?	No	No	No
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	No	No	No
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	N/A	N/A	N/A

Organizational Chart - OSS

Figure 6 includes the portion of the agency's organizational chart, current as of August 9, 2017, that applies to the Office of Support Services.

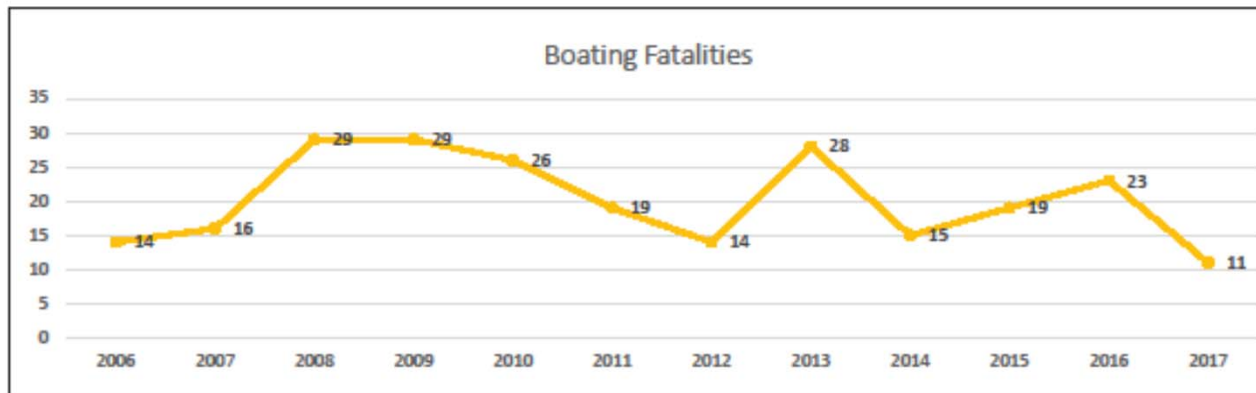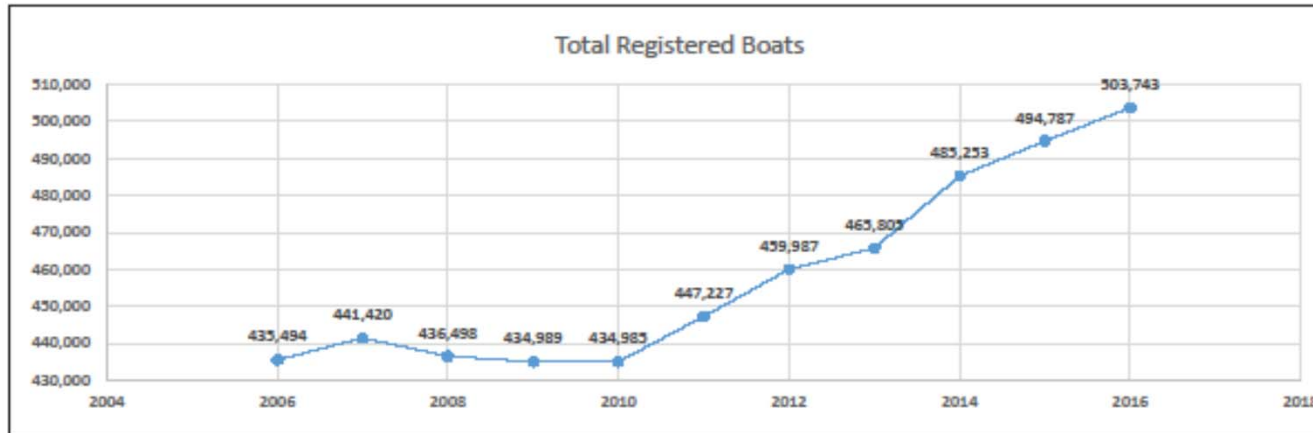| Office of Support Services	FY14/15	FY15/16	FY16/17
Personal	4	6	4
Retirement	3	1	7
Diff. Job/Diff. State Agency	1	3	1
Outside State Gov.		4	1
Conduct			
Deceased			
Total	**8**	**14**	13

Life's Better OUTDOORS

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South Carolina Department of Natural Resources
Boating (Registration vs. Fatalities)

Total Registered Boats

Year	Boats
2006	435,494
2007	441,420
2008	436,498
2009	434,989
2010	434,985
2011	447,227
2012	459,987
2013	465,803
2014	485,253
2015	494,787
2016	503,743

Boating Fatalities

Year	Fatalities
2006	14
2007	16
2008	29
2009	29
2010	26
2011	19
2012	14
2013	28
2014	15
2015	19
2016	23
2017	11

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