I. Welcome

II. Adoption of Meeting Minutes for January 16, 2020, February 13, 2020, and September 9, 2020

III. Employee Recognition (Frank Rainwater)
   A. Retirement
   B. Years of Service

IV. Agency Matters
   A. Fiscal Year 2019-20 Review (Sandra Kelly)
   B. Future Planning, FY 2020-21 and FY 2021-22 (Sandra Kelly)
   C. Approval of FY 2019-20 Accountability Report (Sandra Kelly)
   D. Demonstration of Redesigned Website Prototype (Sandra Kelly)
   E. Discussion of State Auditor’s Review (Carrie Bundrick)
   F. Budget Update and Approval of FY 2021-22 Budget (Paul Athey)
   G. Statewide Aerial Imagery Progress Report (Paul Athey)
   H. Transition to NG9-1-1 Progress Report and Fiscal Model Review (Paul Athey)

V. Personnel Matter
   A. Discussion of Agency Head FY 2019-20 Evaluation and FY 2020-21 Planning Stage (Executive Session §30-4-70(a)(1) if necessary)
   B. Approval of Agency Head FY 2019-20 Evaluation and FY 2020-21 Planning Stage (Open Session)

VI. Other Business
VII. Future Meetings
   A. October 15, 2020, Upon Adjournment of BEA Meeting (if necessary)
   B. November 10, 2020, Upon Adjournment of BEA Meeting (E9-1-1 Wireless Fee, Quarterly Review)
   C. December 10, 2020, Upon Adjournment of BEA Meeting (if necessary)

VIII. Adjournment

   Please note the Agenda is subject to change.
RFA BOARD MEETING
September 17, 2020
ADOPTION OF MINUTES
EMPLOYEE RECOGNITION
EMPLOYEE RECOGNITION

RETIREMENT

• Sundra Ladson, Mapping and Operations
• Robert Martin, Fiscal Analysis
EMPLOYEE RECOGNITION
YEARS OF SERVICE

5 Years of Service:

• Shannon Fields, Mapping and Operations
• Jeffrey Hacker, Health and Demographics
• Logan Kranz, Health and Demographics
• Joseph Lamm, Health and Demographics
• Amanda Martin, Fiscal Analysis
• Zachery Payne, Fiscal Analysis

10 Years of Service:

• Muhammad Salaam, Health and Demographics
EMPLOYEE RECOGNITION

YEARS OF SERVICE

20 Years of Service:

• Stephen Gardner, Fiscal Analysis
• Deborah Glenn, Human Resources
• John Hoy, Health and Demographics
• Robert McKeown, Mapping and Operations

30 Years of Service:

• Robert Martin, Fiscal Analysis
Fiscal Year 2019-20 Review
SUMMARY OF ACCOMPLISHMENTS
FY 2019-20

• Of the twenty-one measures set in the Agency Accountability Report:
  o Seven were met or exceeded
  o Four were delayed by COVID, target completion is end of calendar year
  o Five were missed by less than one percent
  o Five were not within target

• Fifteen other significant accomplishments

• Substantial progress made in the development of a long-term workforce plan

• Successfully overcame challenges presented by the sudden and widespread impact of COVID-19
PLANNING
FY 2020-21 AND FY 2021-22
FY 2020-21 GOALS
STRATEGIC PLANNING

Highlight of Strategies/Objectives:

• Monitor and update the long-term strategic plan to ensure alignment with the agency’s mission and values, and the achievement of our vision
• Align and prioritize agency resources to achieve strategic plan with an emphasis on workforce development, succession planning, and a compensation strategy
FY 2020-21 GOALS
CONTINUOUS IMPROVEMENT

Highlight of Strategies/Objectives:

• Exceed the state standards for information security
• Continue to research and evaluate new tools, software, and processes, including artificial intelligence and business intelligence, to improve data analysis
• Improve internal and external communication through the use of the redeveloped internal and external websites
FY 2020-21 Goals

Customer Focus

Highlight of Strategies/Objectives:

• Deploy NECTO, our latest business intelligence tool on our external website; NECTO can combine data from multiple sources for analysis and present the information in attractive dashboards with reports, infographics, charts, and maps

• Collaborate with members of the GIC to develop a plan for creating a web-based GIS “clearinghouse” for users
FY 2020-21 Goals

Workforce Development

Highlight of Strategies/Objectives:

- Support a compensation strategy that motivates employees towards reaching agency goals
- Promote a workplace culture that aligns with the agency’s mission and values
- Identify and address gaps in the workforce to ensure continuity in the delivery of exceptional service
- Develop a succession plan for key positions within the agency
Focus will continue to be on workforce development in order to achieve our vision of ‘providing innovative analysis and information’

• Continuous review of workforce gaps, training, and criteria to obtain and maintain "expert" level service
• Monitor training and compensation strategy to ensure effectiveness
• Continue to evaluate and improve upon customer experience of online analytic tools
• Provide Redistricting Services to locals
APPROVAL OF
FY 2019-20
ACCOUNTABILITY REPORT
REDESIGNED WEBSITE DEMO
DISCUSSION OF STATE AUDITOR’S REVIEW
(3) Minor Findings:

- Cash receipts
  - One out of the fifteen weekly deposits inspected was not deposited timely (within five business days)

- Prepaid reporting package
  - One of the prepaid expenses reported was overstated by $2,400, and one was understated by $1,700

- Capitalization of assets
  - An expenditure of $6,700 was inadvertently excluded from the cost basis of an IT asset
Budget Update
# General Fund 3-Year Budget

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>2020-21*</th>
<th>2021-22*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriations</td>
<td>5,084,658</td>
<td>5,214,709</td>
<td>5,242,914</td>
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<tr>
<td>Employer Contribution Increase</td>
<td>54,761</td>
<td>28,205</td>
<td>28,092</td>
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<tr>
<td>Legislative Adjustments</td>
<td>87,460</td>
<td></td>
<td></td>
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<tr>
<td><strong>Total Appropriations</strong></td>
<td><strong>5,226,879</strong></td>
<td><strong>5,242,914</strong></td>
<td><strong>5,271,006</strong></td>
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<tr>
<td>Salary/Fringe</td>
<td>3,882,736</td>
<td>3,915,061</td>
<td>3,946,181</td>
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<tr>
<td>Operating</td>
<td>955,592</td>
<td>1,038,960</td>
<td>1,038,960</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>4,838,328</strong></td>
<td><strong>4,954,021</strong></td>
<td><strong>4,985,141</strong></td>
</tr>
<tr>
<td>Residual (Carry Forward)*</td>
<td>388,551</td>
<td>288,893</td>
<td>285,865</td>
</tr>
</tbody>
</table>

*Projected

Note: agency strives to maintain a minimum carryforward of 5% of total appropriations (approx. $275,000) in the event of a mid-year budget cut
3-Year Expenditure Breakdown

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>2020-21*</th>
<th>2021-22*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Total</td>
<td>73.8%</td>
<td>80.2%</td>
<td>79.0%</td>
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<tr>
<td>General Fund</td>
<td>32.9%</td>
<td>68.5%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Other Funds</td>
<td>32.9%</td>
<td>21.0%</td>
<td>41.3%</td>
</tr>
<tr>
<td>Salary/Fringe</td>
<td>26.2%</td>
<td>29.0%</td>
<td>71.0%</td>
</tr>
<tr>
<td>Operating</td>
<td>31.5%</td>
<td>41.3%</td>
<td>37.1%</td>
</tr>
</tbody>
</table>

- Salary/Fringe
- Operating
GENERAL FUND APPROPRIATION TREND WITH FORECAST

General Fund 5-Year Outlook

- Carry Forward
- Appropriations
- Expenditures
(7.5) time limited staff converted to FTEs

anticipate filling (5) vacancies
### COMPENSATION PLANNING

**Forecast based on the following assumptions:**

- FY 2020-21 projections include remaining planned salary adjustments
- Realignment of two retirements to new positions
- Replacement of three current vacant positions
- Beginning in FY 2022-23, remaining funds fall short of the target for carryforward, leaving no available funds for new initiatives

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Anticipated Carryforward</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020-21</td>
<td>$288,893</td>
</tr>
<tr>
<td>2021-22</td>
<td>$285,865</td>
</tr>
<tr>
<td>2022-23</td>
<td>$255,552</td>
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<tr>
<td>2023-24</td>
<td>$255,552</td>
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<tr>
<td>max. available funds</td>
<td>$255,552</td>
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<tr>
<td>target carryforward</td>
<td>275,000</td>
</tr>
<tr>
<td>difference</td>
<td>- $19,448</td>
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<tr>
<td>available funds for new initiatives</td>
<td>$0</td>
</tr>
</tbody>
</table>
## Other Fund 3-Year Activity

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>2020-21*</th>
<th>2021-22*</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHHS (multiple contracts)</td>
<td>2,519,773</td>
<td>2,551,270</td>
<td>2,583,161</td>
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<tr>
<td>Ad Hoc - H&amp;D</td>
<td>435,341</td>
<td>440,783</td>
<td>446,293</td>
</tr>
<tr>
<td>Geodetic - RTN</td>
<td>540,935</td>
<td>521,886</td>
<td>529,413</td>
</tr>
<tr>
<td>DSS (two contracts)</td>
<td>489,150</td>
<td>495,264</td>
<td>501,455</td>
</tr>
<tr>
<td>E911 Administration</td>
<td>605,400</td>
<td>617,508</td>
<td>629,858</td>
</tr>
<tr>
<td>Geodetic - GIC</td>
<td>185,000</td>
<td>240,000</td>
<td>240,000</td>
</tr>
<tr>
<td>SCDE</td>
<td>31,500</td>
<td>75,000</td>
<td>75,000</td>
</tr>
<tr>
<td>PEBA</td>
<td>98,740</td>
<td>98,740</td>
<td>98,740</td>
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<tr>
<td>First Steps</td>
<td>90,118</td>
<td>90,118</td>
<td>90,118</td>
</tr>
<tr>
<td>SCHIEEx</td>
<td>64,053</td>
<td>64,854</td>
<td>65,664</td>
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<tr>
<td>Education Oversight Committee</td>
<td>48,589</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>DHEC - OCRM</td>
<td>29,038</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>DHEC</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,900</td>
<td>1,900</td>
<td>1,900</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>5,154,537</strong></td>
<td><strong>5,322,323</strong></td>
<td><strong>5,386,602</strong></td>
</tr>
<tr>
<td>Salary/Fringe</td>
<td>3,151,002</td>
<td>3,130,961</td>
<td>3,176,432</td>
</tr>
<tr>
<td>Operating</td>
<td>1,543,602</td>
<td>2,206,526</td>
<td>1,870,782</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td><strong>4,694,604</strong></td>
<td><strong>5,337,487</strong></td>
<td><strong>5,047,214</strong></td>
</tr>
<tr>
<td>Residual</td>
<td>459,933</td>
<td>-15,164</td>
<td>339,388</td>
</tr>
</tbody>
</table>
CARRY FORWARD – GENERAL FUNDS
FY 2019-20 – $388,552

Anticipated Utilization of Funds:

• Delayed Expenses – Website Redesign
• Delayed Expenses – SharePoint Project
• Investments in Infrastructure
  o Equipment and system enhancements
• Investments in Human Resources
  o Training and development
• Business Continuity
  o Transition to new disaster recovery location
FUND BALANCES– OTHER FUNDS
AS OF 6/30/2020

1. **E911:** $3,164,695
   - Funding Source – 2% of the wireless surcharge
   - Utilization – restricted to salaries, costs associated with NG9-1-1

2. **VRS:** $2,018,426
   - Funding Source – Real Time Network
   - Utilization – salaries, maintenance costs, and planned system upgrade of approximately $625,000

3. **H&D:** $1,835,048
   - Funding Source – service revenue
   - Utilization – salaries, investments in IT and development; reserves

4. **Remaining Accounts:** $841,994
APPROVAL OF FY 2021-22

BUDGET PLANS

• No requests for new or additional funding at this time
• No requests for proviso changes at this time
• Request for additional other funds authorization of $500,000
  o Capital investments will transition to other funds as general fund carryforward declines
• Request to realign vacant unclassified FTEs to classified positions
SOLE SOURCE PROCUREMENTS

• For FY 2019-20, there were a total of 2 sole source procurements valued at approximately $78,661
• For FY 2020-21, there are a total of 3 sole source procurement renewals valued at approximately $707,612
  o Annual - Panorama – BI Software for H&D - $35,459
    • One of a kind item that contains integrated ESRI mapping tools into the MSSQL BI platform. Significant investment both in time and resources in customization of platform not available off the shelf with another vendor
  o Annual - EIS - SAS Software - $47,819
    • Vendor only supplier of SAS for governmental entities. SAS is the only statistical software that can handle the statistical analysis on RFA’s large encrypted datasets
  o System enhancement – Duncan Parnell – Equipment for RTN – $624,334
    • Vendor only supplier of Trimble for this upgrade to the hardware and software of the Real Time Network
    • Changing vendors would result in significant system downtime and would require over 900 network customers to purchase and program new end-user equipment
STATEWIDE AERIAL IMAGERY
PROGRESS REPORT
STATEWIDE AERIAL IMAGERY PROGRAM

PROGRESS REPORT

• Baseline Imagery
  o Image capture completed in mid-March
  o QA/QC of imagery in process; results thus far have exceeded accuracy specifications
  o Completed imagery for the entire state should be available for use before the end of this calendar year

• Funding Efforts
  o Received $2,000,000 in seed money from the General Assembly to initiate the program
  o For ongoing efforts, secured additional seed funding of $550,000 and over $450,000 in annual recurring commitments from federal, state, and local agencies to date
Clemson Memorial Stadium*

*Source: County GIS Department @ 12” spatial resolution
CLEMSON MEMORIAL STADIUM*

*Source: Statewide Aerial Imagery Program @ 6" spatial resolution
TRANSITION TO NG9-1-1 PROGRESS REPORT AND FISCAL MODEL REVIEW
STATEWIDE TRANSITION TO NG9-1-1

PROGRESS REPORT

• Project Status Update
  o Contract awarded to Comtech on June 26, 2020
  o System development in process (ESInet with core NG services)
  o RFA technical expert hired, effective October 2020
  o Should begin onboarding PSAPs (8) in the spring of 2021 and continued staggered deployments through 2025

• Fiscal Model
  o Updated to reflect most current revenue and expenditure forecasts through 2029
PERSONNEL MATTER
DISCUSSION OF AGENCY HEAD
FY 2019-20 EVALUATION AND
FY 2020-21 PLANNING STAGE

(Possible Executive Session §30-4-70(a)(1))
Other Business
Thank You!

South Carolina Revenue and Fiscal Affairs Office

Our mission is to provide independent research, analysis, and resources to facilitate informed policy decisions and administration of services.