CHAD WALLDORF, Chairman
HOWELL CLYBORNE, JR.
EMERSON F. GOWER, JR.

SOUTH CAROLINA
REVENUE AND FISCAL AFFAIRS OFFICE

FRANK A. RAINWATER
Executive Director

RFA BOARD AGENDA
April 21, 2016
2:30pm or Upon Adjournment of BEA Meeting
Bowers Conference Room
Room 417, Rembert C. Dennis Building

I. Welcome

II. Adoption of Meeting Minutes for February 10, 2016

III. RFA Updates
- A. General Objectives and Three-Year Financial Plan
- B. Customer Satisfaction Results Update
- C. Employee Recognition
    - i. John Dickerson (30 years)
    - ii. Sandra Kelly (20 years)
    - iii. Jason Bagwell (10 years)
    - iv. Muhammad Salaam (5 years)

Break – 2:55pm

IV. Presentation of Next Generation NG9-1-1 Strategic Plan
- A. Overview (F. Rainwater and D. Morrison)
- B. NG9-1-1 Strategic Plan (Jim Lake, Director of Charleston County 9-1-1)

V. Future Meetings
- A. May 19, 2016, Upon Adjournment of BEA Meeting (If necessary)
- B. June 16, 2016, Upon Adjournment of BEA Meeting (If necessary)
- C. July 28, 2016, Upon Adjournment of BEA Meeting (If necessary)
- D. 2016 Calendar at http://rfa.sc.gov/calendar

VI. Adjournment

Please note the Agenda is subject to change.

Employee Recognition

Years of Service
John Dickerson(30 years)
Sandra Kelly(20 years)
Jason Bagwell(10 years)
Muhammad Salaam (5 years)

South Carolina Revenue and Fiscal Affairs Office

THREE-YEAR BUDGET STRATEGIC PLAN

- Working model to plan and prioritize budget for next three fiscal years based on current expectations

- Review and adjust for new priorities established over the next few months

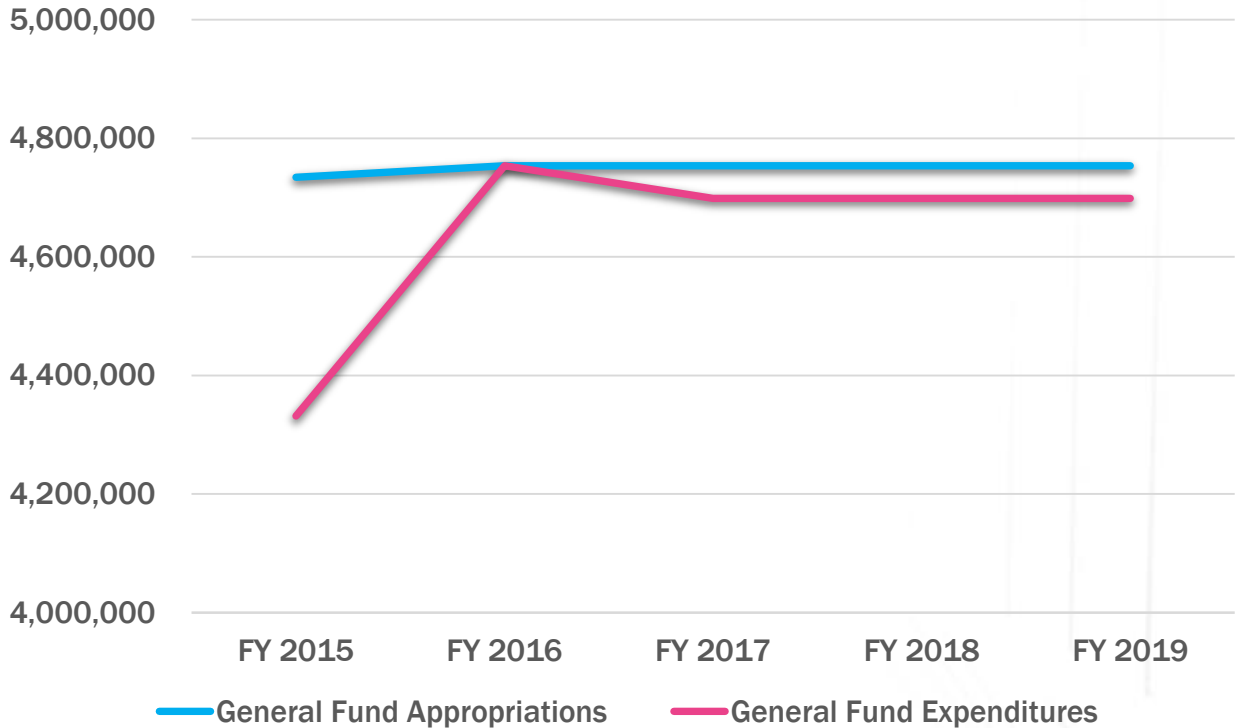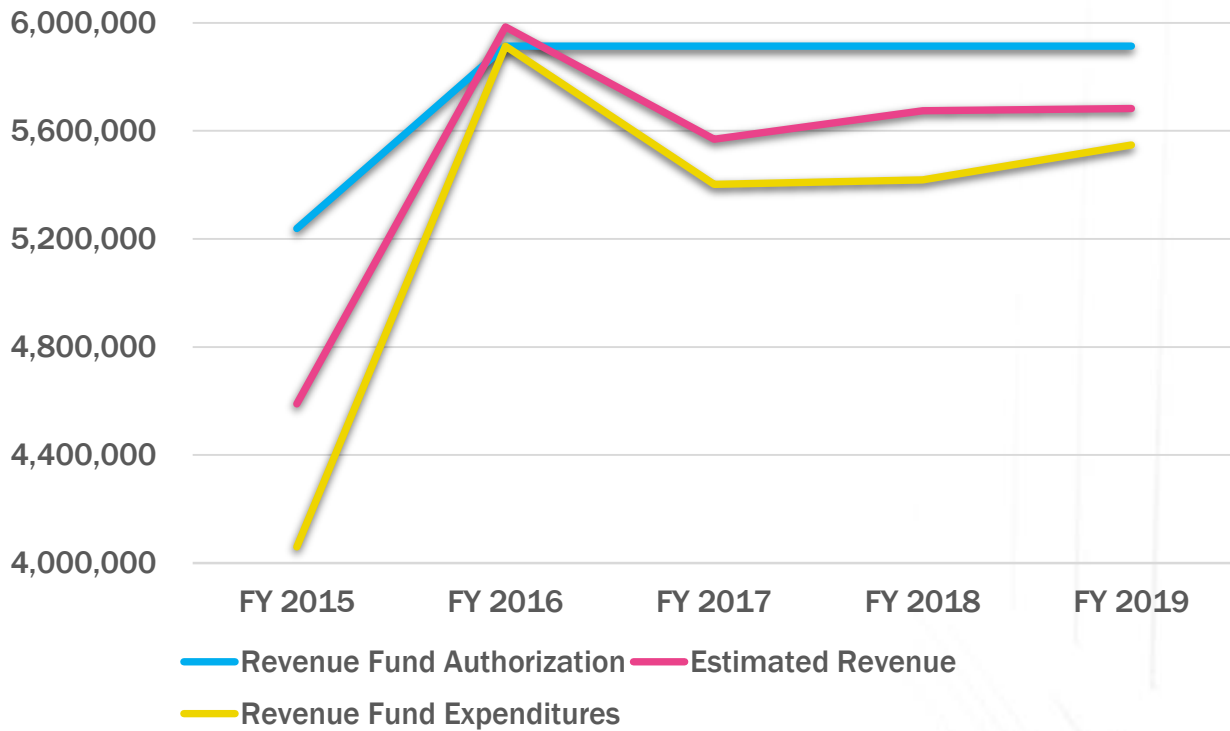- Detailed budget discussions with Board members this summer

SC Revenue and Fiscal Affairs

3 Year Budget/Expenditure Projections

General Fund 5 Year Trend

Revenue Fund 5 Year Trend

General Fund 3 Year Projections

	FY 2017	FY 2018	FY 2019
Appropriations	4,753,568	4,753,568	4,753,568
Reserve (Possible budget cut)	(55,150)	(55,150)	(55,150)
TOTAL REVENUE	**4,698,418**	**4,698,418**	**4,698,418**
Payroll (Hold 1%)	2,806,531	2,804,886	2,782,156
Fringe (Hold 1%)	1,078,521	1,080,166	1,102,896
Operating (Hold 2%)	813,366	813,366	813,366
TOTAL EXPENDITURES	**4,698,418**	**4,698,418**	**4,698,418**

Other Fund 3 Year Projections

	FY 2017	FY 2018	FY 2019
DHHS	2,973,000	2,973,000	2,973,000
SCHIP	520,401	520,401	520,401
DSS	330,000	330,000	330,000
SCDE	120,000	120,000	120,000
PEBA	95,000	95,000	95,000
ADHOC	597,606	597,606	597,606
VRS	430,000	437,500	445,000
E911	502,704	600,482	601,688
TOTAL REVENUE	**5,568,711**	**5,673,989**	**5,682,695**
Payroll	2,362,253	2,453,103	2,428,100
Fringe	878,159	923,505	924,832
Operating	2,161,445	2,042,158	2,195,408
TOTAL EXPENDITURES	**5,401,857**	**5,418,766**	**5,548,340**
BALANCE	**166,854**	**255,223**	**134,355**

Revenue and Fiscal Affairs Expenditure Outlook
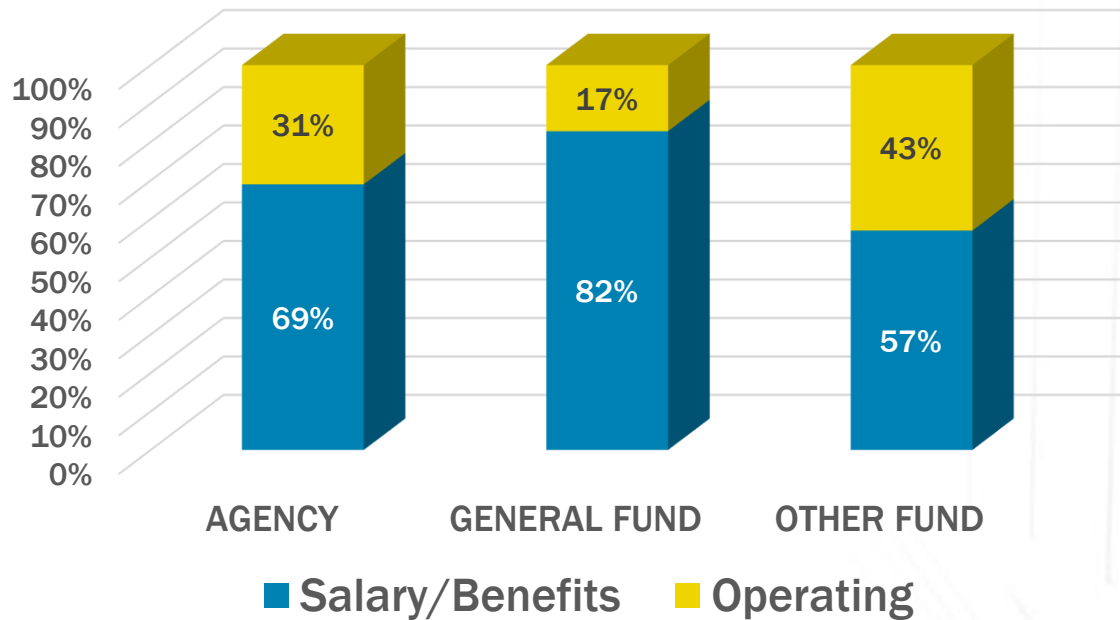
General Fund 3 Year Projection Findings
4,753,568

FY 2017, 2018, 2019

- Payroll and Fringe equal 82% of overall budget.

- Operating expenses equal the remaining 17%.

- Annualized rent increase factored.

- IT costs are rising due to statewide security implementation plans.

- 1% overall payroll and fringe and 2% of operating are being held for possible budget cuts.

- Potential performance increases, retiree/TERI, annual leave payout have been factored into three year plan.

- Two additional staff for the Budget Development team.

- Continue to reevaluate staffing needs as vacancies occur.

- General Fund budget projected to remain consistent. Continue to monitor employer contributions. (factored at an increase of .05% annually).

- Additional mandates will require future evaluation of appropriations.

Other Fund 3 Year Projection Findings
5,914,274

FY 2017, 2018, 2019

- Payroll and Fringe equal 57% of overall budget.

- Operating expenses equal the remaining 43%.

- Annualized rent increase factored.

- IT costs are rising due to statewide security implementation plans.

- Potential salary increases, retiree/TERI, annual leave payout have been factored into three year plan.

- Continue to reevaluate staffing needs as vacancies occur.

- Other Fund estimated revenues and expenditures are to remain consistent throughout the Health & Demographic section. The Geodetic Survey revenues are to remain consistent although expenditures fluctuate through the 3 year period. The E911 section expenditures will increase due to the strategic plan presented by the committee.

- Continue to monitor expenditures for a possible realignment of authorization.

- Additional contractual agreements may require an increase in authorization.

CUSTOMER SATISFACTION RESULTS

FY 2015-16

Customer Feedback / Focus

- ## Customer Feedback Surveys
  - o Surveys were emailed to 1,587 RFA customers (261 responses)
    - RFA's diverse customer base includes:

Elected officials	State agencies
Local 911 personnel	Professional land surveyors
Farmers	GIS managers/technicians
University researchers	Non-profit organizations

  - o Core areas of focus
    - Overall Satisfaction
    - Quality, Timeliness, and Usefulness of services/information
  - o Two detailed sectional surveys for external customers
    - SC Wireless E911 & Precinct Demographics/Digital Cartography
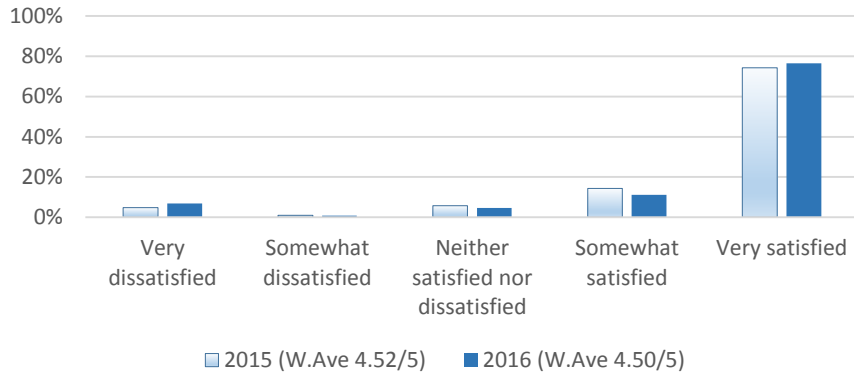   - Detailed surveys will cycle each RFA section once every 3 years
  - o Internal survey for IT
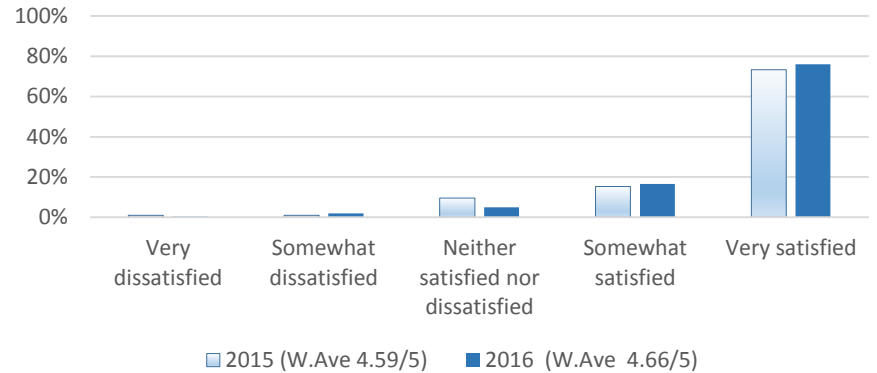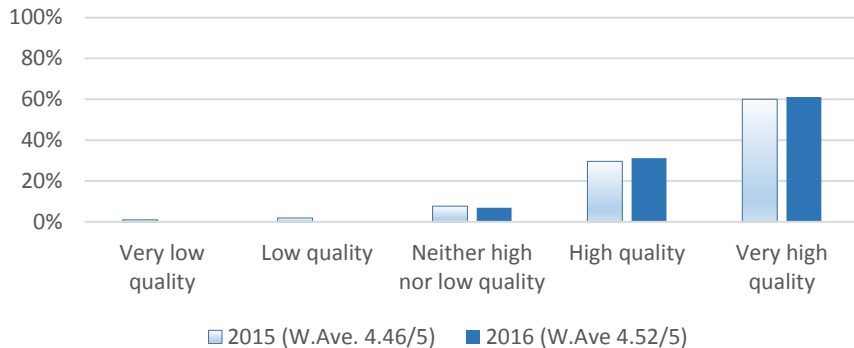   - Requested by the CIO for quality assessment and benchmarking

South Carolina Revenue and Fiscal Affairs Office

April 21, 2016

Customer Feedback / Focus

Overall, how satisfied or dissatisfied are you with our agency?

2015 (W.Ave 4.52/5)   2016 (W.Ave 4.50/5)

How satisfied are you with the timeliness of the service/information we provide?

2015 (W.Ave 4.59/5)   2016 (W.Ave 4.66/5)

How would you rate the quality of the service/information we provide?

2015 (W.Ave. 4.46/5)   2016 (W.Ave 4.52/5)

How well does the service/information we provide meet your needs?

2015 (W.Ave 4.62/5)   2016 (W.Ave 4.67/5)
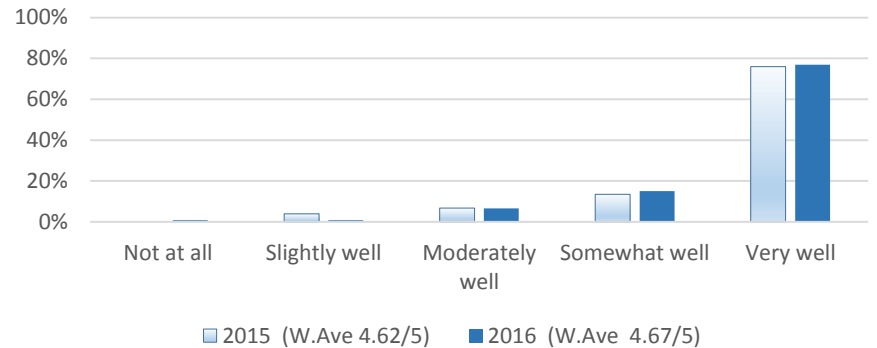
Customer Feedback / Focus - Outliers removed

Overall, how satisfied or dissatisfied are you with our agency?
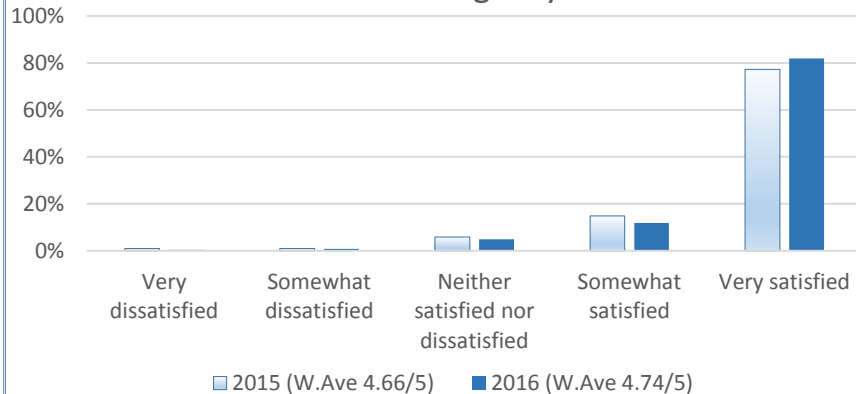
Categories: Very dissatisfied, Somewhat dissatisfied, Neither satisfied nor dissatisfied, Somewhat satisfied, Very satisfied

■ 2015 (W.Ave 4.66/5)   ■ 2016 (W.Ave 4.74/5)

How satisfied are you with the timeliness of the service/information we provide?

Categories: Very dissatisfied, Somewhat dissatisfied, Neither satisfied nor dissatisfied, Somewhat satisfied, Very satisfied

■ 2015 (W.Ave 4.57/5)   ■ 2016 (W.Ave 4.64/5)

How would you rate the quality of the service/information we provide?

Categories: Very low quality, Low quality, Neither high nor low quality, High quality, Very high quality

■ 2015 (W.Ave 4.45/5)   ■ 2016 (W.Ave 4.53/5)

How well does the service/information we provide meet your needs?

Categories: Not at all, Slightly well, Moderately well, Somewhat well, Very well

■ 2015 (W.Ave 4.6/5)   ■ 2016 (W.Ave 4.65/5)
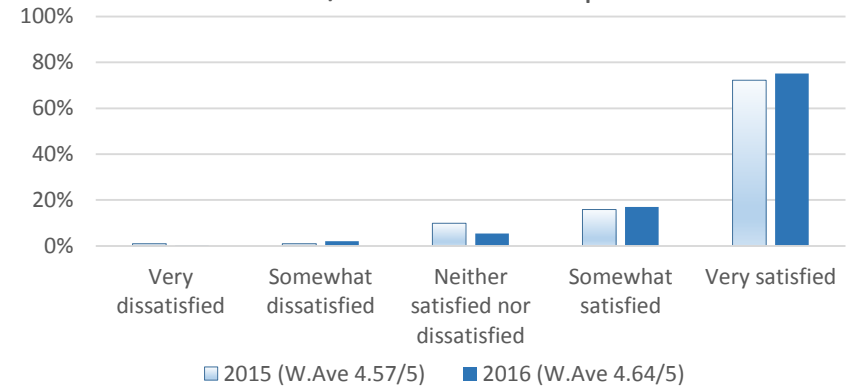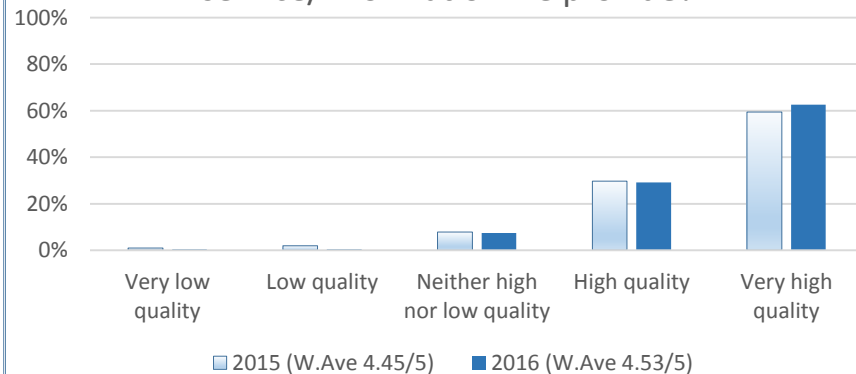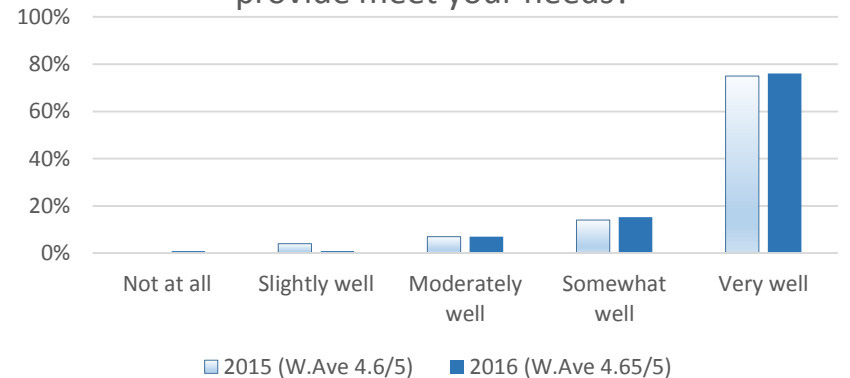
Customer Feedback / Focus

- **SC Wireless E911 Survey**
  - Survey was sent to 97 RFA Customers – 35 responses
  - Survey was specific to:
    - Cost recovery process (4.83/5)
    - Providing proper materials and training regarding program (4.56/5)
    - Quality communication of the staff (4.57/5)
    - Outreach to 911 community on five year strategic plan (4.44/5)

- **Precinct Demographics**
  - Survey was sent to 52 RFA Customers – 18 responses
  - Survey was specific to:
    - Responsiveness to inquiries and request (4.83/5)
    - Satisfaction with variety of maps available online (4.22/5)
    - Satisfaction with quality of maps available online (4.33/5)

Customer Feedback / Focus

- Takeaways
  - Customers continue to be **very satisfied**
  - Agency name recognition is unclear
- Lessons learned
  - Refine customer base
  - Continue building and finessing question database
- Next step
  - Meeting with managers to discuss section specific survey results
- Future detailed survey schedule
  - February 2017 – Geodetic Survey
  - August 2017 - Budget/BEA/Economic Research
  - February 2018 – Health and Demographics

NG9-1-1 STRATEGIC PLAN

E911 CURRENT STATE

- Current legislation and funding structure is based on an organizational structure and technology from before 1990 (more than twenty-five years ago)

- Technology and public expectations have dramatically changed that operating paradigm

- Technology, service standards, and public expectations will continue to evolve, so we need a forward thinking solution

NG9-1-1 STRATEGIC PLAN

- Identify expectations and capabilities of Next Generation technology

- Identify operating and cost efficiencies in technology and services

- Tie funding to needed resources and expectations

- Build community support

- Draft legislation

- Develop a timeline and plan transition

PARTICIPANTS

- SC CMRS Advisory Committee

- Ad-Hoc Legislative Committee

- E911 Community

- LR Kimball – Consultant

- Revenue and Fiscal Affairs Staff

NG9-1-1 STRATEGIC PLAN

PRESENTATION BY

JIM LAKE

DIRECTOR OF CHARLESTON COUNTY 9-1-1

South Carolina NG9-1-1 Strategic Plan

Review of Process & Participants

- Process
  - Web based survey
    - Sent to all 54 jurisdictions
    - 64% participated
    - 26% provided cost information
  - Town Hall Meetings
    - Six meetings conducted statewide
  - Additional Meetings
    - CMRS Advisory Committee
    - Ad-hoc Legislative Committee

- Participants
  - CMRS Advisory Committee
  - Ad-hoc Legislative Committee
  - E9-1-1 Community
  - RFA Staff
  - LR Kimball Consultants

South Carolina NG9-1-1 Strategic Plan

Definition of NG9-1-1 & ESInet

- Next Generation 9-1-1 (NG9-1-1)
  - Is the evolution of E9-1-1 to an all-IP-based emergency communications system
  - Designed to recognize the device and type of message (e.g. a voice call, text, photo or video)
  - Route the emergency call in a timely manner to the correct PSAP using an IP-based network known as an ESInet.
- Emergency Services IP Network (ESInet)
  - Secure private IP network
  - Enhanced call routing and a delivery function
  - Capable of re-routing calls to other PSAPs connected to the ESInet

South Carolina Revenue and Fiscal Affairs Office

South Carolina NG9-1-1 Strategic Plan

Definition NENA & i3 Standards

- National Emergency Number Association
  - Who are they?

- i3 Standards
  - What are those?

South Carolina NG9-1-1 Strategic Plan

Challenges & Expectations of NG9-1-1
(data below taken from survey responses)

HURDLE	ISSUE		
Funding	Keep local jurisdictions whole	Develop a sustainable funding source	
Legislation	Modify existing legislation	Local elected officials support	Legislative support
Education	PSAP personnel	General Public	Elected officials
Training	New technologies	Revised standards	
Technology	State contracts, technical support	Standards based	Local flexibility	Impact on local vendors
State data tracking	Local control on data collection	Utilize a statewide data retrieval system	
GIS	State/local involvement	Data sharing	Sustainable funding for mapping

South Carolina NG9-1-1 Strategic Plan

Opportunities & Efficiencies of NG9-1-1

- Improved Services
    - More accurate call delivery
        - Geography based vs. MSAG based
    - Increased information for public safety
        - "There's an app for that!"

- Shared Services
    - Technical
        - CPE, CAD, GIS, etc.
    - Operational
        - Call processing, dispatching, information sharing, resource sharing
    - Cost Savings
        - Economies of scale

South Carolina NG9-1-1 Strategic Plan

Goal 1: Statutory Environment

- Expand State 9-1-1 Office Role
  - Operate & Manage a State ESInet
- Broader definition of a 9-1-1 call
  - Voice, Text, Images, Video
- Statutory Authority to Enforce Administrative Rules
  - Appropriate use of surcharge funds by PSAPs

South Carolina NG9-1-1 Strategic Plan

Goal 2: Administrative Rules

- Rules Related to Operational Impacts of NG9-1-1 Services
  - Social Media
    - Are we accepting "calls" to 9-1-1 through Facebook?
  - Smart Phone Applications
    - Can anyone create an "app" for 9-1-1?
  - Text Messaging
    - How do we translate non-English written texts?

South Carolina NG9-1-1 Strategic Plan

Goal 3: Technology Neutral Environment

- Develop Communications Plan for Coordination with Carriers
- Develop Service Level Agreements with Carriers
  - State required SLAs for doing business in SC
- Cost Distribution In Regards to Legacy Components
  - Transition from legacy to ESInet

South Carolina NG9-1-1 Strategic Plan

Goal 4: NENA i3-compliant ESInet

- Design & implement a ESInet to meet national standards
- Cost Analysis
  - Start up and sustainment costs
- Governance
  - Oversee implementation and maintenance
- PSAP ESInet Options
  - Statewide
  - Regional
  - Local

South Carolina NG9-1-1 Strategic Plan

Goal 5: Shared Services

- Core Services Provided by the State
  - Define core services, state vs. local responsibilities
- Standards Development
  - Needed in order for PSAPs to accept and share services

South Carolina NG9-1-1 Strategic Plan

Goal 6: Acquisition, Implementation & Management

- RFP
  - State will issue RFPs for equipment & services
- Administrative Rules for Connection
  - What is required to connect and local or regional ESInet to the state system
- Procedures for Service Issues
  - Contract and service issues resolution and escalation
  - Data quality assurance
  - Security and data rights management

South Carolina NG9-1-1 Strategic Plan

Goal 7: Grant Funding

- PSAP Consolidation
    - Encourage and assist PSAP consolidation
- Shared Services
    - Encourage and assist PSAP shared services
- Training
    - Encourage and assist PSAP shared services

*As funding allows

South Carolina NG9-1-1 Strategic Plan

Goal 8: State 9-1-1 Office Resources

- Workload Assessment
  - Are current resources sufficient to accommodate new standards and responsibilities
- Obtain Additional Resources (if necessary)
  - Identify and obtain appropriate resources

South Carolina NG9-1-1 Strategic Plan

Goal 9: Training

- Establish a PSAP Training Committee
- Research & Develop Basic Telecommunicator Training Standards
- Work With the Criminal Justice Training Academy
  - To implement training that meets or exceeds Training Standards
- Develop PSAP Training Certification in lieu of SCCJT Academy

South Carolina NG9-1-1 Strategic Plan

Goal 10: Geographic Information Systems (GIS) Needs for NG9-1-1 Environment

- Develop Process for GIS Integration Into a Statewide Database

- Develop Process to Build & Maintain Layers
  - For those at a local level unable to meet NG9-1-1 Standards
  - Training and other support will be provided by State GIS staff

- Establish a Statewide Aerial Imagery Program

South Carolina NG9-1-1 Strategic Plan

Next Steps/Timeline

- Define Core Services
  - Specifically GIS
- Define state vs local responsibilities
- Define needed resources and
- Define costs and develop funding model
- Draft legislation necessary to achieve plan
  - October 2016
- Gain legislative approval of statutory changes
  - June 2017
- Issue RFP and select vendor to implement statewide ESInet
  - December 2017
- Begin implementation
  - January 2018

South Carolina NG9-1-1 Strategic Plan

Questions???