



EDWARD B. GRIMBALL, Chairman
HOWELL CLYBORNE, JR.
EMERSON F. GOWER, JR.

SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE

FRANK A. RAINWATER
Executive Director

RFA BOARD AGENDA

June 20, 2017

3:00pm or Upon Adjournment of BEA Meeting
Department of Natural Resources Conference Room
Room 335, Rembert C. Dennis Building

- I. Welcome
- II. Adoption of Meeting Minutes for April 10, 2017
- III. FY 2016-17 Accomplishments and FY 2017-18 Goals
 - A. Strategic Planning (& Information Security Audit)
 - B. Continuous Improvement
 - C. Customer Focus
 - D. Workforce Development
 - E. Budget Status - FY17, FY18, FY19
- IV. Other Business
- V. Future Meetings
 - A. July 2017- **No Meeting**
 - B. August 24, 2017, (Upon adjournment of BEA Meeting) - FY 2018-19 Budget; Agency Head Evaluation and Planning Stages
 - C. 2017 Calendar at <http://rfa.sc.gov/calendar>
- VI. Adjournment

***Our appreciation to the Department of Natural Resources for the use of their conference room.**

Please note that the Agenda is subject to change.



Strategic Planning

- Team Members:

David Patterson, Co-lead

Diane Porter, Co-lead

Les Boles

Lisa Jolliff

David Morrison

Frank Rainwater

Will Roberts

Don Roper

Gordon Shuford

Matt Wellslager



Strategic Planning

- **Goal:** Prioritize implementation of recommendations from SWOT Analysis (2015).
- **Strategy:** Recommendations may be implemented by the Strategic Planning team or assigned to a more appropriate team.
- **Measures:** All actionable items assigned to other working groups and completed or in progress.
 - Improved coherence and transparency in planning
 - More effective communication strategies
 - Increased opportunities for employee training, growth and participation
- **Future:** Continue to monitor progress, and evaluate the need for a fresh analysis.



Strategic Planning

- **Goal:** Develop a strategic view for improving data sharing and analysis through our website *to better inform policy decisions and administration of services*, as stated in the RFA Mission Statement.
- **Strategy:**
 - Establish a website redesign team that cuts across all sections and roles to guide decision-making. (*October 2016*)
 - Conduct regular discussions between RFA Divisions regarding enhanced data presentation and integration. (*July 2016, ongoing*)
- **Measures:**
 - Provide a vision by December 2016 to the Continuous Improvement Team, who will be responsible for developing strategies and timelines for the collection and dissemination of data on the website. (*Completed December 2016*).
 - Deployment of section level enhancements by June 30, 2017.
- **Future:** Evaluate and select redesign approaches in context of 3-year budget.



Strategic Planning

- **Goal:** Align RFA technical processes with SC DIS-200 standards in order to comply with state mandates, enhance trust with our customer/partners, and protect the privacy of our citizens.
- **Strategy:**
 - Establish weekly working meetings of IT Operations, representatives of the business units (particularly Health and Demographics), and RFA Privacy and Security Officers
 - Engage external consultants to provide risk assessment, as well as penetration testing.
- **Measures:**
 - Actionable risk assessment information by June 30, 2017
 - Categorization of all data based on DIS-200 criteria by June 30, 2017.
- **Future:** Formation of a formal Risk Management Committee to coordinate with Strategic Planning on priorities. Risk mitigation milestones to be monitored by Continuous Improvement.



Strategic Planning

- **Goal:** Identify and draft needed legislative changes.
- **Strategy:** Leverage broad division and section representation to present needed legislative changes to the agency as a whole.
- **Measures:** The team will provide a list of legislative changes to the Board by the mid November 2016 for consideration in the 2017 legislative session. The House of Representatives gave H.3895 third reading in April, and the bill was referred to the Senate Finance Committee.
- **Future:**
 - Changes to the Data Oversight Council (§44-6-170) are being considered for submission in November 2017.
 - Develop operating model and legislative changes for transitioning to NG9-1-1. E9-1-1 will present a NG9-1-1 strategic plan to include operating and funding requirements and legislative changes by mid-November 2017.



Strategic Planning

- **Goal:** To provide a system for master planning that incorporates team goals and objectives, state mandates and enterprise objectives, and other required items into a three-year budget model.
- **Strategy:**
 - Create transparency and open communication within the RFA budget process. Each manager should have open access to the three-year model. This process should harmonize the legislative budget with the more specific accounting requirements of SCEIS.
 - Distribute quarterly budget and expenditure reports to each Division/Program manager. Meet to discuss their accuracy, review remaining budget and document any concerns. The results of each meeting will be summarized in a report and shared with the Strategic Planning Team. The three-year budget may be updated as a result.
 - Create an accurate cost allocation methodology for shared resources within RFA. Prepare spreadsheet and review for accuracy annually.
 - Regular review of all contracts by all relevant staff, including program, business services, IT, and compliance.
 - New contracts reviewed prior to commitment.
 - Renewals reviewed three months prior to expiration.



Strategic Planning

Master planning and 3 year budget continued...

- **Measures:**
 - Agency Budget and spending are aligned to strategic goals.
 - Program Managers are trained on the new budget process.
 - Executive Director is able to adjust resources to align with current and future priorities.
- **Future:** Monitoring process through first full year of implementation



Strategic Planning

Section Goals: Digital Cartography

- **Goal:** For South Carolina to prepare for the 2020 Census.
- **Strategy:**
 - Participate in the School District Review Program (SDRP)
 - Participate in the Geographic Support System Initiative (GSS-I)
 - Participate in the Boundary and Annexation Survey (BAS)
 - Participate in the Local Update of Census Addresses Program (LUCA)
- **Measure:**
 - Completed SDRP in Spring 2016
 - Completed GSS-I in February 2017
 - Completed BAS for 2017. This is an annual survey
 - Complete LUCA in Spring 2018 with appeals completed in August/September 2019
- **Future:**
 - Continuing BAS with county boundary updates
 - LUCA
 - Promotional workshops are scheduled in Aiken, Charleston, Columbia, Florence and Greenville for July 17th-19th.
 - Invitation letters to LUCA participants to be mailed July 2017
 - Technical workshops will be scheduled for October 2017
 - Data will be sent to participating jurisdictions February- April 2018 (120 Days to complete)
 - Appeals will be August – September 2019 (30 Days to complete)



Strategic Planning

Section Goals: Digital Cartography

- **Goal:** To prepare for the 2020 Census redistricting cycle
- **Strategy:**
 - Participate in the Block Boundary Suggestion Program (BBSP)
 - Draft and walk through legislation updating voting precincts
 - Fill staffing needs in the section
 - Participate in the Voter Tabulation District Program (VTD)
- **Measure:**
 - May 31, 2017 completed BBSP
 - 2017 legislative session – Drafted 19 precinct bills, 11 passed.
 - Staffing needs for 2018 have been addressed.
 - Complete by May 31, 2018.
- **Future:**
 - Continue updating voting precincts through 2019.
 - Participate in VTD program.
 - Assess staffing needs for 2021.
 - Receive Census data by April 1, 2021.



Strategic Planning

Section Goals: Geodetic Survey

- **Goal:** The South Carolina Geodetic Survey (SCGS) shall seek to clarify the county boundaries as defined in Chapter 3, Title 4 of the South Carolina Code of Laws.
- **Strategy:** The South Carolina Geodetic Survey shall, on a cooperative basis, assist counties in defining and monumenting the locations of county boundaries and positioning the monuments using geodetic surveys. If there is a boundary dispute between two or more counties, the SCGS shall act as the mediator to resolve the dispute.
- **Measure:** Completed boundary projects. These include: one section between Beaufort/Jasper County (7.1 miles), two sections between Charleston and Dorchester County (22 miles total) and one section between Williamsburg and Florence County (22.5 miles).
- **Future:** Complete ongoing projects performed in-house and by contractors working for with the SCGS.



State of South Carolina – Revenue and Fiscal Affairs (SCRFA) Office

Agency Leadership Summary

June 20, 2017



Topics

The agenda for today

Section	Slide(s)
Background	2
Assessment scope and results	3
Observation themes – positive attributes	4
ISRA <ul style="list-style-type: none">• Executive theme(s)• Detailed observations (sample)	5 – 6
Other assessment activities	7
Moving forward	8
Appendix	9 – 16

Background

Looking back





Deloitte & Touche LLP (“Deloitte & Touche”) provided SCRFA with the resources to conduct a point-in-time information security risk assessment including:

- 1. Populate the State of South Carolina security self-assessment tool (*see Appendix I*):
 - Conduct an information risk assessment of SCRFA information security controls as applicable to the Division of Information Security (DIS) security framework (i.e., “SCDIS-200 Information Security and Privacy Standards; Version 1.5”)
 - Review existing SCRFA information security policies and procedures
 - Review SCRFA incident response plan
- 2. Conduct network vulnerability assessment
- 3. Review software products
- 4. Conduct mapping of SCDIS-200 requirements to HIPAA Security, Privacy and Breach Notification Rules

Documentation	Type
Information Security Assessment Report	Executive level summary of the activities performed and detailed observations and recommended courses of action
Detailed Vulnerability Findings	Detailed results of network vulnerability activities performed
Completed Self Assessment Template	A completed 'State of South Carolina Self-Assessment Tool (v2.0)' for a major information system (e.g., data warehouse)
Agency Leadership Report	Summary level presentation representing observations, suggested improvement areas, and outputs

Assessment scope and results

Overview of assessment results

Assessment	Scope	Results / Metrics
 <p>1. SCDIS-200 Information Risk Assessment (ISRA)</p>	<ul style="list-style-type: none"> Assessed 13 SCDIS-200 security objectives (<i>see Appendix II</i>) Interviewed 15 SCRFA stakeholders in 8 workshops Reviewed ~160 security and privacy related documents 	<ul style="list-style-type: none"> Observations derived from SCDIS-200 were identified and organized by “People”, “Processes”, and “Technology” Identified observations across multiple SCDIS-200 security objectives
 <p>2. Network Vulnerability Assessment</p>	<ul style="list-style-type: none"> 27 IP addresses (1 Class C IP Range) underwent automated scanning 7 of which underwent additional manual testing 	
 <p>3. Review Software Products</p>	<ul style="list-style-type: none"> Review SCRFA security software products against the State of South Carolina Department of Administration (“Admin”) approved products 	
 <p>4. HIPAA Mapping Exercise</p>	<ul style="list-style-type: none"> Map SCDIS-200 requirement against Health Insurance Portability and Accountability Act (HIPAA) Security, Privacy and Breach Notification Rules 	<ul style="list-style-type: none"> 21 HIPAA requirements that are only 'partially' covered by SCDIS-200 controls 32 HIPAA requirements that are not covered by SCDIS-200 controls

Observation themes

Positive attributes




- Strong tone around control performance and importance of controls
- The agency is utilizing DIS recommended data security products for a majority of available categories
- Third-party management practices enforced by SLAs
- Network vulnerability scanning is conducted on a regular basis

16

16

ISRA Executive Themes

People, Process, Technology

<p>People</p> 	<ol style="list-style-type: none"> 1. Information security governance structure 	<ul style="list-style-type: none"> • Allocating SCRFA personal and agency investments based on risk • Operationalizing strategic plans amongst employees
<p>Process</p> 	<ol style="list-style-type: none"> 1. Enterprise view of information security policy and procedure 2. Lack of formal business continuity and/or disaster recovery planning 	<ul style="list-style-type: none"> • Out-of-date and/or obsolete information security policies and procedures • SCRFA plan(s) not in place
<p>Technology</p> 	<ol style="list-style-type: none"> 1. Lack of security event monitoring and reporting 2. Physical and environmental security risk profile 	<ul style="list-style-type: none"> • Certain infrastructures logs are captured but not fully integrated with State security event monitoring solution • No perimeter / electronic badge access; physical key inventory is unknown; limited environmental protection in the Dennis Building data center

ISRA – Detailed Observations (Sample)

The following is an excerpt from the Information Security Assessment Report (*Deliverable; Section 3*).

Observations made based on SCDIS-200 framework + actual control reference

Suggested Remediation Priority

Risk Rating Initiative: High	
<p>Observation(s):</p> <ul style="list-style-type: none"> Information Security Plan (i.e., formally authorize, document, prioritize, and provide resources for incorporating security and privacy controls) is in draft (Ref: 1.101 – 1.106) 	<p>Risk Statement(s):</p> <ul style="list-style-type: none"> Management has not aligned the information security architecture with the agency mission, goals, and objectives. Responsibility for the security program has not been explicitly defined.
<p>Recommended Remediation:</p> <p><u>A1. Information Security Program Planning</u></p> <ul style="list-style-type: none"> SCRFA should create a core information security plan in alignment with the SCDIS-200 framework. Sample considerations would include: <ul style="list-style-type: none"> Contains appropriate level of guidance to drive the overall security program Contains SCRFA mission statement and/or information security mission statement Formalizes IT system and application standards to apply consistent security controls across the agency (e.g., Operating Systems (OS)s, network, database, business applications) Describes the operational context of information systems in terms of missions and business processes and aligns with the overall goals of the agency; Provides the security category and impact level of information systems; Describes relationships with or connections to other information systems; Provides an overview of the security requirements for information systems; 	

Suggested Remediation Activities

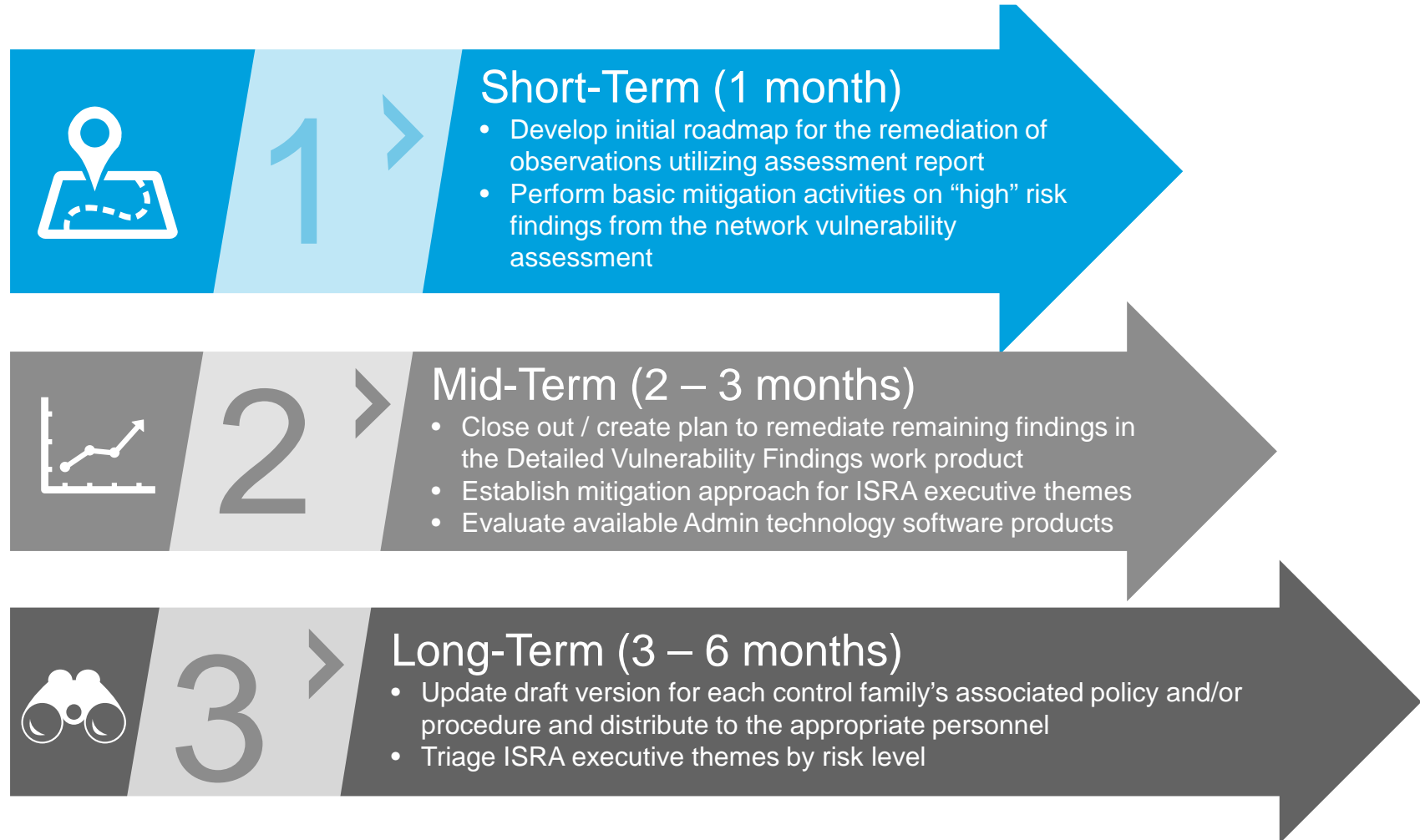
Other assessment activities

Additional recommendations

Activity	Objective	Recommendations
2. Network Vulnerability Assessment	Identify potential vulnerabilities that exist in the SCRFA network and provide suggested corrective actions	<ul style="list-style-type: none">• Disable Telnet protocol(s)• Patch the vulnerabilities identified• Shutdown unnecessary ports and protocols• Upgrade version(s) and/or review configurations of known devices
3. Review Software Products	Review SCRFA security software products against the State of South Carolina Department of Administration, Division of Technology approved products	<ul style="list-style-type: none">• There are 3 (three) software categories not in place (above) that SCRFA may be able to utilize to improve the security posture of the organization
4. HIPAA Mapping Exercise	Map SCDIS-200 requirement against Health Insurance Portability and Accountability Act (HIPAA) Security, Privacy and Breach Notification Rules	<ul style="list-style-type: none">• There are 53 total HIPAA controls that are partially and/or not covered by SCDIS-200• HIPAA Breach Notification Rules generally do not map to SCDIS-200 controls

Moving forward

Prioritizing remediation activities



Appendix I

ISRA - Approach

The following list summarizes the basic assessment techniques used to conduct the information security risk assessment:

Type	Description
Methodology	Deloitte & Touche utilized NIST 800-30 rev 1 'Guide for Conducting Risk Assessments' as the baseline for conducting the risk assessment.
Document review	Reviewing, inspecting, observing, studying, or analyzing policies, procedures, and other information to facilitate the assessor in understanding the environment, achieving clarification, or obtaining evidence.
Interviewing	Holding workshops and/or discussions with individuals or groups of individuals within SCRFA to further assess and confirm our understanding of the controls and processes followed.
Evaluating	Analyzing the design of controls and/or processes regarding their perceived ability to address associated risks.
Accelerator(s)	Deloitte & Touche utilized the the State of South Carolina self-assessment tool (v2.0) as an accelerator to conduct the SCDIS-200 assessment. A preliminary request listing was provided in advance of client workshops.
Reporting	Creating the Information Security Assessment Report (Deliverable)

Appendix II

ISRA – SCDIS-200 Security Objectives

1	Information Security Plan; Information Security Roles and Responsibilities; Information Security Policy Management; Information Security Controls	8	Asset Identification
2	Access Management; Network Access Management; Identity Management; Authentication; Emergency Access; Password Security; Password Administration	9	Security Performance Metrics; Third Party Risk Management
3	Audit and Compliance Information System Audits Information Security Monitoring	10	Contingency Planning Disaster Recovery Data Backups
4	Risk Management Risk Assessment Risk Mitigation	11	Vulnerability Management Incident Management Patch Management
5	Physical Access Environmental Security Disposal of Equipment and Media	12	Data Classification Data Disposal Data Protection Data Privacy
6	Human Resource Compliance Security Awareness Training	13	Change Management Configuration Management System Development and Maintenance Release Management
7	Mobile Security Removable Media Security Portable Computing Device Security		

Deloitte.

Continuous Improvement

Identify and monitor projects that improve, incrementally or on a larger scale, agency services and processes.

Tracy Smith, Health and Demographics

Logan Kranz, IT

Cindy Pohar, Geodetic

George Kokolis, Fiscal Analysis

Amy Simpson, E911

FY 2016-17

Accomplishments

Continuous Improvement

- RFA Website
- RFANet
- Internal Communications Plan
 - Overall, objectives have been implemented
 - Few strategies are “works in progress”
- Policy Review
 - Review Timeline
 - Policy Inventory template
 - Revision History page template



Continuous Improvement

- Emergency Preparedness
 - Committee established
 - Reviewed documented procedures from AG's office
 - Arranged for active shooter training by BPS



Continuous Improvement

- Digital Cartography
 - Established a liaison in the SC House of Representatives to coordinate meetings between legislative members and RFA.



Continuous Improvement

- Fiscal Analysis Division
 - Legislative Budget System
 - Created an Error Report, Exception Report, and Final Reports.
 - Developed a training protocol; training will be logged with HR.
 - Reviewed revenue and expenditure estimates from 2015 fiscal impact statements.
 - Four of five bills that were analyzed fully were very close to actual results. Most fiscal impacts were not verifiable due to lack of data.
 - Improved the fiscal impact process
 - Met with over 100 agency fiscal impact contacts to explain how they can assist RFA in improving the fiscal impact process.
 - Developed a new training and reference manual for the fiscal impact process to ensure consistent and reliable analyses.



Continuous Improvement

- Geodetics
 - Collected photo ID checkpoints for four counties (also used by E911 for centerline mapping and SCGS for improved accuracy and maps)



Continuous Improvement

- Health and Demographics
 - Integrated a customer satisfaction survey with the sales order form for completion by customer upon services rendered.
 - Selected a software program to assign a unique identifier at the record level for all data in the SC Health and Human Services Data Warehouse.
 - Streamlined the process of receiving certain data sets to improve timeliness, adhere to “minimum necessary,” and automate encryption.



FY 2017-18

Goals

Continuous Improvement

- RFA Website
- RFANet
- Institutionalize agency teams
 - Team mission statements and goals
- Improve coordination and data flow between FAD and H&D
 - Compile a data book
 - What data is available
 - Limitation of the data
 - Who to contact for specific data (education, health, etc.)



Continuous Improvement

- Emergency Preparedness
 - Identifying roles and responsibilities
 - Emergency contact list
 - Red Cross training
 - Emergency notification options
 - Reunification procedures
- Policy Review
 - Monitor progress (ongoing)



Continuous Improvement

- Fiscal Analysis Division
 - Develop desk reference materials on assigned state agencies to include major agency program expenditures, revenue sources, and other information specific to the agency
 - Develop training modules focusing on new employee training.
 - Using the legislative website
 - Researching statutes to analyze a bill and to understand how a bill affects more than just the statutes amended or repealed
 - Communicating with agencies and asking directed questions to improve responses and response time



Continuous Improvement

- Budget Development
 - Explore developing an algorithm for adjusting Bill/Act hierarchy display without manual modifications to LBS.
 - Cross-train with H&D LBS developer on system coding in order to enable Fiscal Analysis staff to resolve LBS issues during budget loads.
 - Continue development of new reports and modification of existing reports (Exception Report, Error Report).
 - Continue development of LBS training and manual for new and current staff



Continuous Improvement

- Health and Demographics
 - Conduct a comparative analysis between commercial software and the in-house algorithm; evaluate accuracy; select a method.
 - Streamline the data request process for customers to be more efficient and timely.
 - Continue incremental improvements to customer service as identified through the Sales Order Form customer survey.



Continuous Improvement

- Geodetic Survey
 - Continue to collect photo ID checkpoints and share information with E911 and mapping.



Customer Focus: Update

– Fiscal Year 16/17

- Full presentation April 10, 2017

– Revised survey schedule

- July 2017 - Legislative Survey
 - Expanded the scope of the Fiscal Analysis survey
- February 2018 - Health and Demographics

– Legislative Survey

- Expanded to include agency-wide services
 - Quality of information provided
 - Interactions with Staff
 - RFA website
- Outcomes may drive budget requests



Workforce Planning Team

- Team Members:

Debbie Glenn, Co-lead
Sandra Kelly, Co-lead
Elizabeth Hall
Laura Kelley
Bob McKeown
Lisa Wren



Workforce Planning

- **Objective:** To examine how the agency ensures the performance, management, and development of the workforce to utilize its full potential in accomplishing the agency's mission, goals, and strategies.
- **FY16-17 goals:**
 - Review the current performance review process
 - Identify training and development gaps
 - Develop plans to promote Affirmative Action



Workforce Planning

EPMS (Employee Performance Management System) Policy and Form Modifications

- Staggered performance review dates that allow management to use the EPMS planning stage as a tool to better align objectives with agency goals
- Added success criteria for each job duty and objective to provide clarification of the standards and expectations by which performance will be measured
- Revised the rating scale to more accurately reflect the employee's level of performance or achievement for each job duty and objective
- Included specific language to comply with IT Security and EEOC goals and objectives
- Revised form to be more functional and user friendly



Workforce Planning

Employee Training and Development

- Budgeted \$30,000 towards training services for FY16-17
- Identified IT staff certification training
- Additional focus on leadership and technical skills training
- FY16-17 approximately 1300 hours of employee training completed
- Established internal training for:
 - Computer Security
 - Leadership
 - Fiscal Impact Analysis
 - Workplace Violence Active Shooter
 - Code of Conduct/Ethics



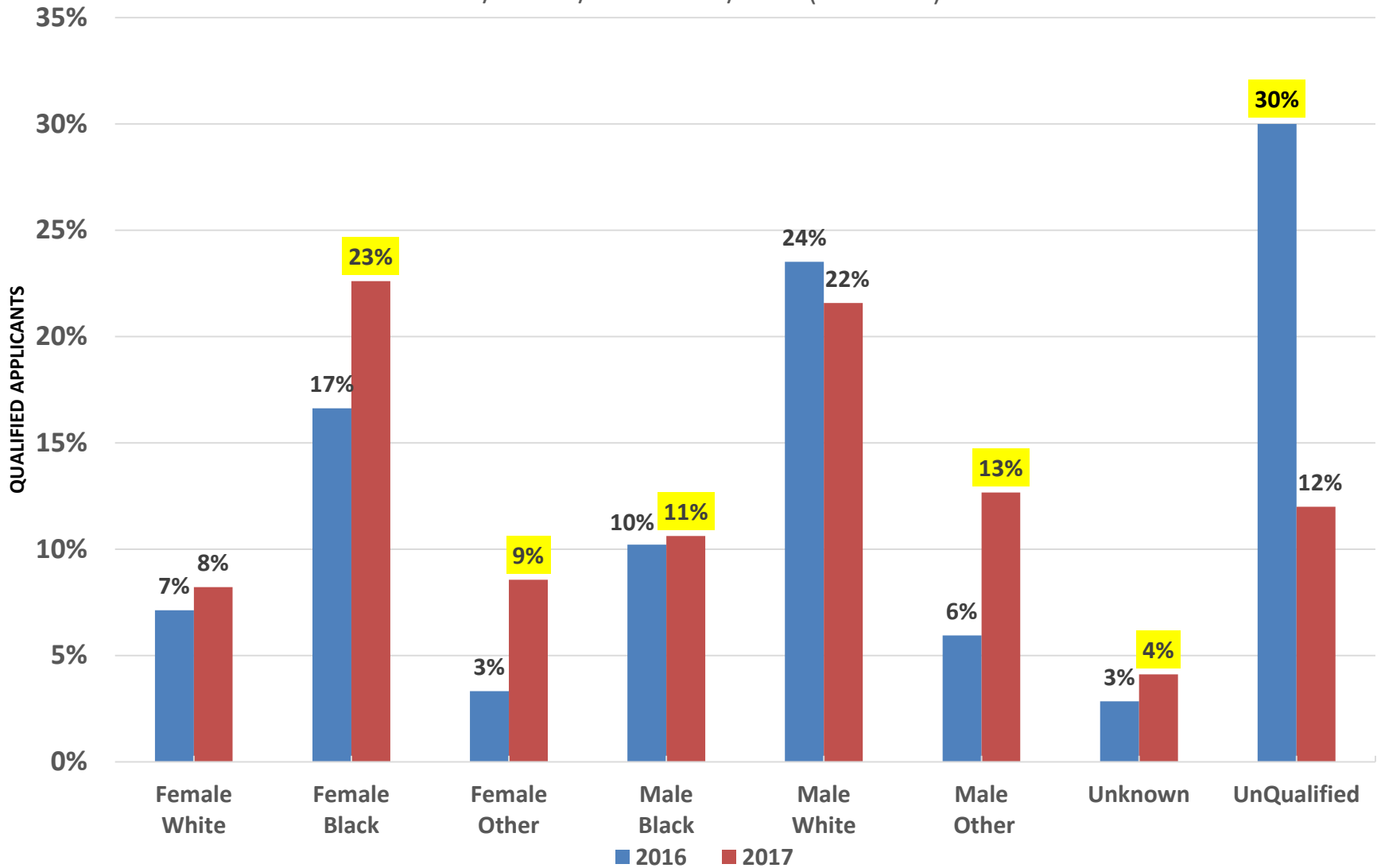
Workforce Planning

Develop Plans to Meet Affirmative Action Goals

- Expanded recruiting efforts with minority local colleges
- More defined job posting details to better target prospective candidates
- Hiring packets to supervisors include recap of qualified applicants by EEO category and underutilization for that EEO category
- Memorandum from the Executive Director reinforcing diversity
- HR approval of interview panels to reinforce diversity



QUALIFIED APPLICANTS - SHAC REPORTING CRITERIA
10/2015-9/2016 TO 10/2016-(CURRENT)



Workforce Planning

Goals for FY17-18

- **Engagement and Retention:**
Continue to focus on identifying and utilizing tools to enhance the employee's work experience: skill training, cross-training, scheduling, bonus compensation, advancement opportunities.
- **Workforce Development:**
Creatively utilize employee feedback to promote relationship building, strong team function, and team dynamics.
- **Succession Planning/Knowledge Transfer:**
Continue to focus on cross-training, recruitment, and retention tools to create a pipeline of qualified candidates for future vacancies.



REVENUE AND FISCAL AFFAIRS



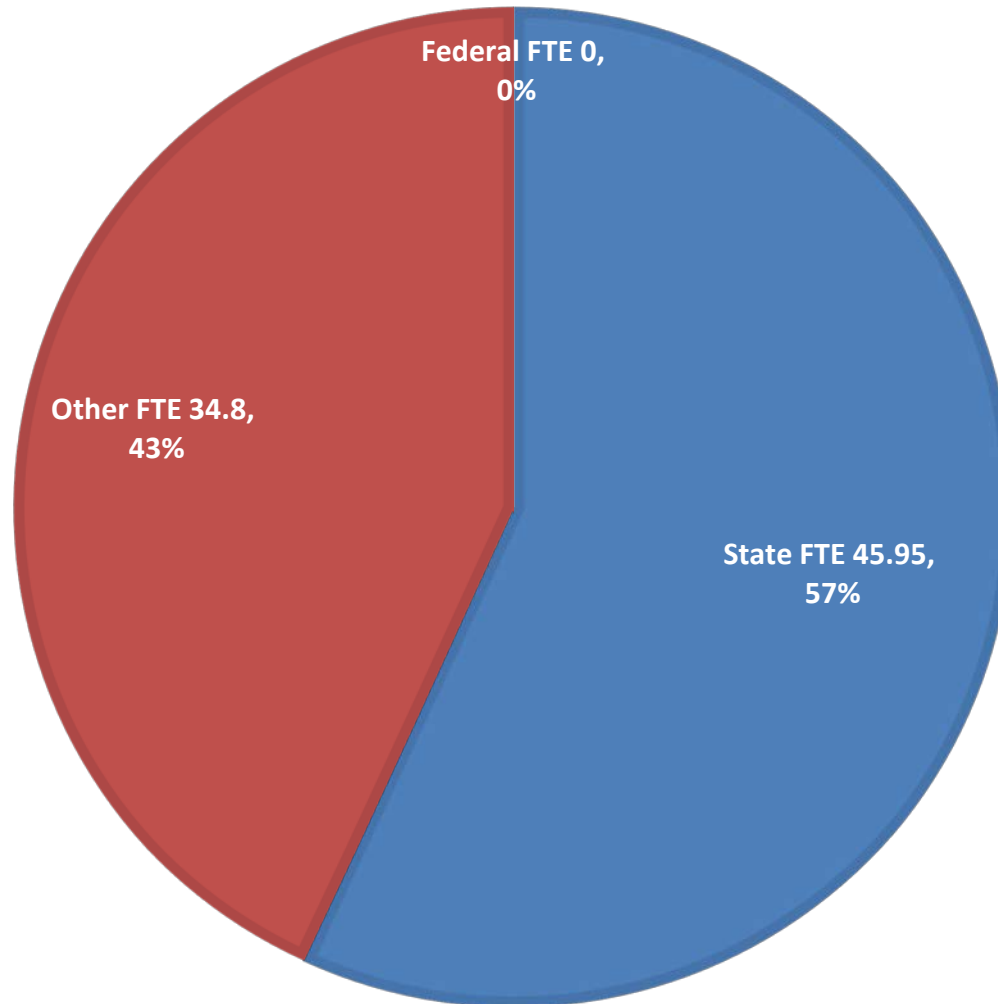
**3 Year Budget/Expenditure
Projections
June 20, 2017**



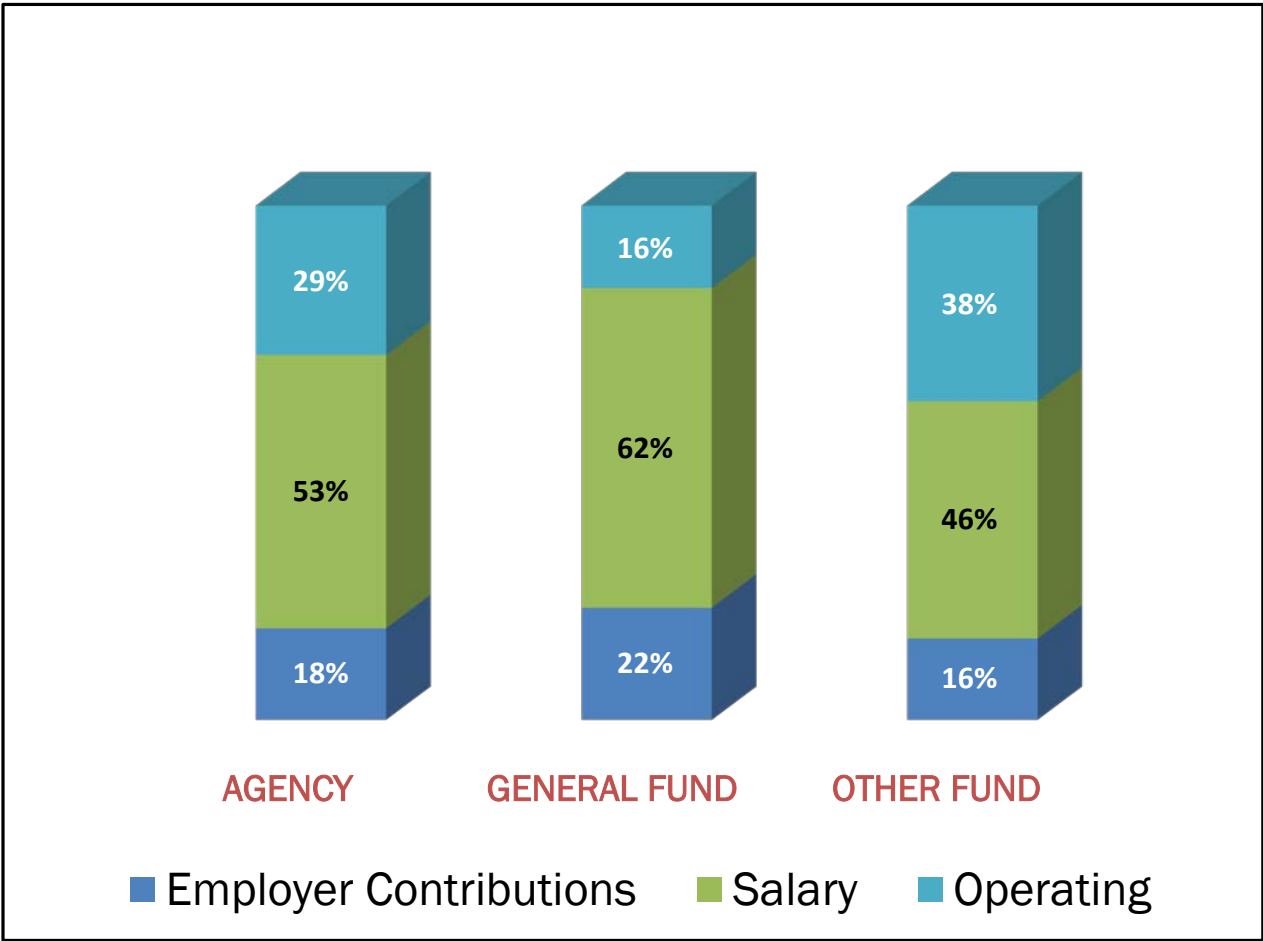
REVENUE AND FISCAL AFFAIRS

FTE'S - FY2017-18

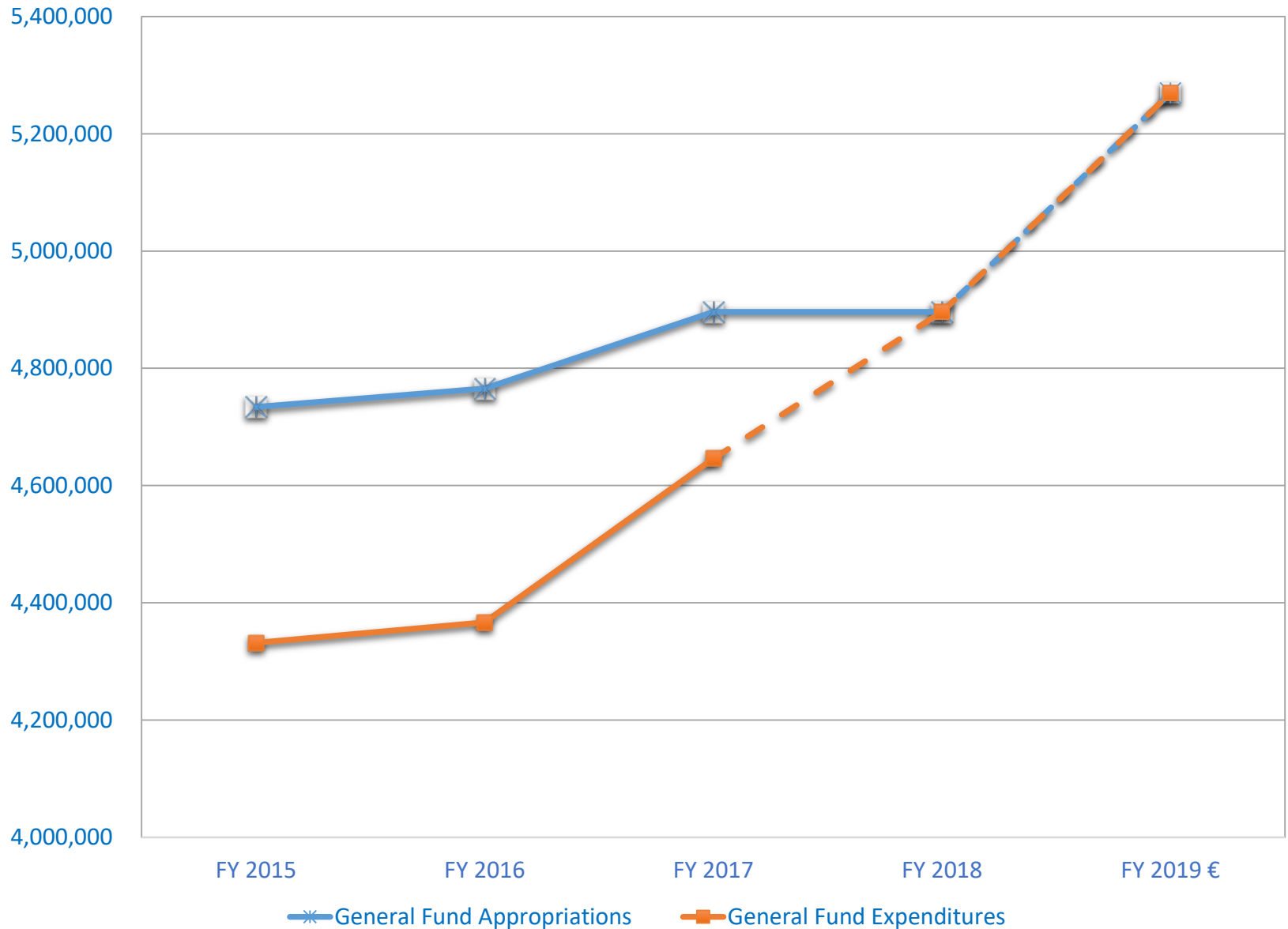
■ State FTE ■ Other FTE ■ Federal FTE



REVENUE & FISCAL AFFAIRS 3-YEAR EXPENDITURE OUTLOOK FY 2017/2018



GENERAL FUND 5-YEAR OUTLOOK



GENERAL FUND 3-YEAR PROJECTION

	FY 2016-17	FY 2017-18	FY 2018-19*
Appropriations	4,753,568	4,896,213	4,926,213
FY 2017-18 Employer Contribution Increase/BPI	142,645		
FY 2018-19 Employer Contribution Increase		30,000	38,195
FY 2018-19 Staffing Adjustments related to H3969 & Legislative Request			405,100*
TOTAL APPROPRIATIONS	4,896,213	4,926,213	5,369,508
Payroll	2,739,877	2,911,420	3,139,387
Fringe	1,013,886	1,146,632	1,360,455
Operating	823,966	829,966	869,666
TOTAL EXPENDITURES	4,577,729	4,888,018	5,369,508

***Projected**

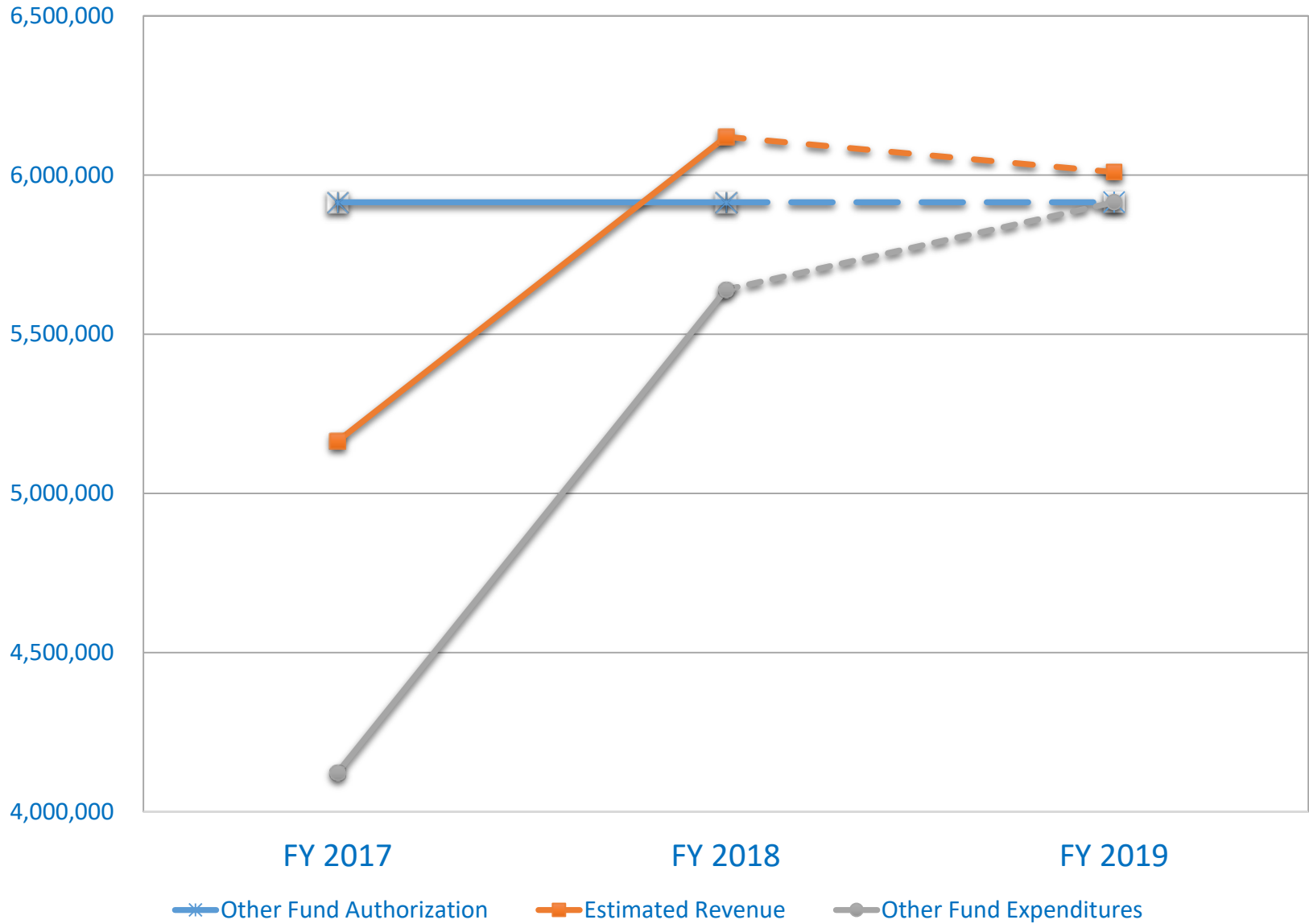
GENERAL FUND 3-YEAR PROJECTION FINDINGS

FY 2017, 2018, 2019

- Payroll and employer contributions Fringe equal 84% of overall budget.
- Operating expenses equal the remaining 16%.
- Potential performance increases, retiree/TERI, annual leave payouts have been factored into three-year plan.
- IT costs are rising due to statewide security implementation plans.
- Continue to reevaluate staffing needs as vacancies occur.
- General Fund budget projected to remain consistent after FY2019. Continue to monitor employer contributions. (factored at an increase of 2% annually).
- Based on H.3969 and feedback from the General Assembly, RFA is considering two additional staff each and operating expenses for the Fiscal Analysis and Health & Demographics divisions.
- Additional mandates will require future evaluation of appropriations.



OTHER FUND 3-YEAR OUTLOOK



OTHER FUND 2-YEAR PROJECTION

	FY 2018	FY 2019
DHHS	3,782,071	3,522,804
SCHIP	238,000	238,000
DSS	327,522	327,100
SCDE	79,200	79,200
PEBA	89,000	89,000
First Steps	83,630	83,630
DMV	20,000	20,000
ADHOC (H&D)	425,000	450,000
VRS	470,000	499,000
Net Gen E911	605,418	700,555
TOTAL REVENUE	6,119,841	6,009,289
Payroll	2,529,268	2,592,319
Fringe	1,011,704	1,305,468
Operating	2,161,445	1,933,505
TOTAL EXPENDITURES	5,702,417	5,831,292
BALANCE	417,424	177,997



OTHER FUND 3-YEAR PROJECTION FINDINGS

FY 2017, 2018, 2019

- Payroll and Fringe equal 57% of overall budget.
- Operating expenses equal the remaining 43%.
- IT costs are rising due to statewide security implementation plans.
- Potential salary increases, retiree/TERI, annual leave payouts have been factored into three year plan.
- Continue to reevaluate staffing needs as vacancies occur.
- 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. H&D estimates a decline of 12% over the next three years. We will continue to monitor these estimates and update projections.
- Continue to monitor expenditures for a possible realignment of authorization.
- Additional contractual agreements may require an increase in authorization.



CARRYFORWARD RE-CAP FY2017

One of the top priorities was to review the Swot Analysis and identify staffing, training, and IT needs of the agency.

Below is a list of purchases that helped close the gap for agency needs.

- Temporary help with the Fiscal Analysis Division.
- Employee Training
- Renovations & Physical Security
- External Information Security Audit
- Servers
- Web Application Software
- Furniture & Vehicle replacement
- Vehicles



Pending Issues

- Sale of Services increase for the Health and Demographics Division.
- FOIA Fee-schedule
- FY2019 Proviso Request



OTHER BUSINESS

