



EDWARD B. GRIMBALL, Chairman
ALAN D. CLEMMONS
EMERSON F. GOWER, JR.

SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE

FRANK A. RAINWATER
Executive Director

RFA BOARD AGENDA

September 17, 2020, 1:30 P.M.

South Carolina Education Television - Bank of America Room
1041 George Rogers Blvd., Columbia, SC 29201

Via Teleconference - GoToMeeting

Access the meeting from your computer, tablet, or smartphone:

<https://global.gotomeeting.com/join/405819813>

Access by phone: +1 (224) 501-3412, Access Code: 405-819-813

- 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.



SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE
Transforming data into solutions for South Carolina

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



AGENCY MATTERS



FISCAL YEAR 2019-20 REVIEW



SUMMARY OF ACCOMPLISHMENTS

FY 2019-20

- Of the twenty-one measures set in the Agency Accountability Report:
 - Seven were met or exceeded
 - Four were delayed by COVID, target completion is end of calendar year
 - Five were missed by less than one percent
 - 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

FY 2021-22 PLANNING

HIGHLIGHTS

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



STATE AUDITOR'S REVIEW

FY 2018-19

(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

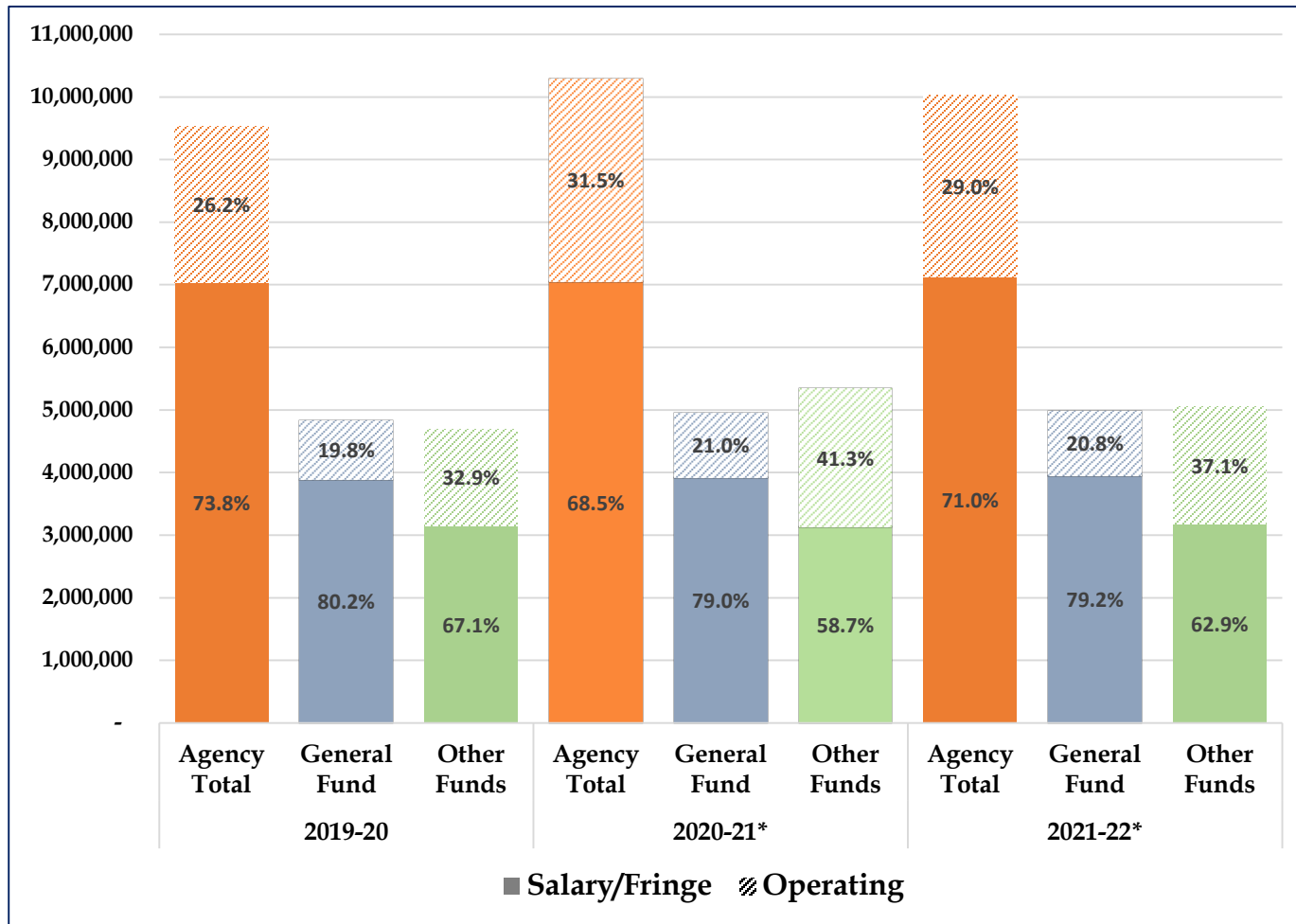
	2019-20	2020-21*	2021-22*
Appropriations	5,084,658	5,214,709	5,242,914
Employer Contribution Increase	54,761	28,205	28,092
Legislative Adjustments	87,460		
TOTAL APPROPRIATIONS	5,226,879	5,242,914	5,271,006
Salary/Fringe	3,882,736	3,915,061	3,946,181
Operating	955,592	1,038,960	1,038,960
TOTAL EXPENDITURES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

*Projected

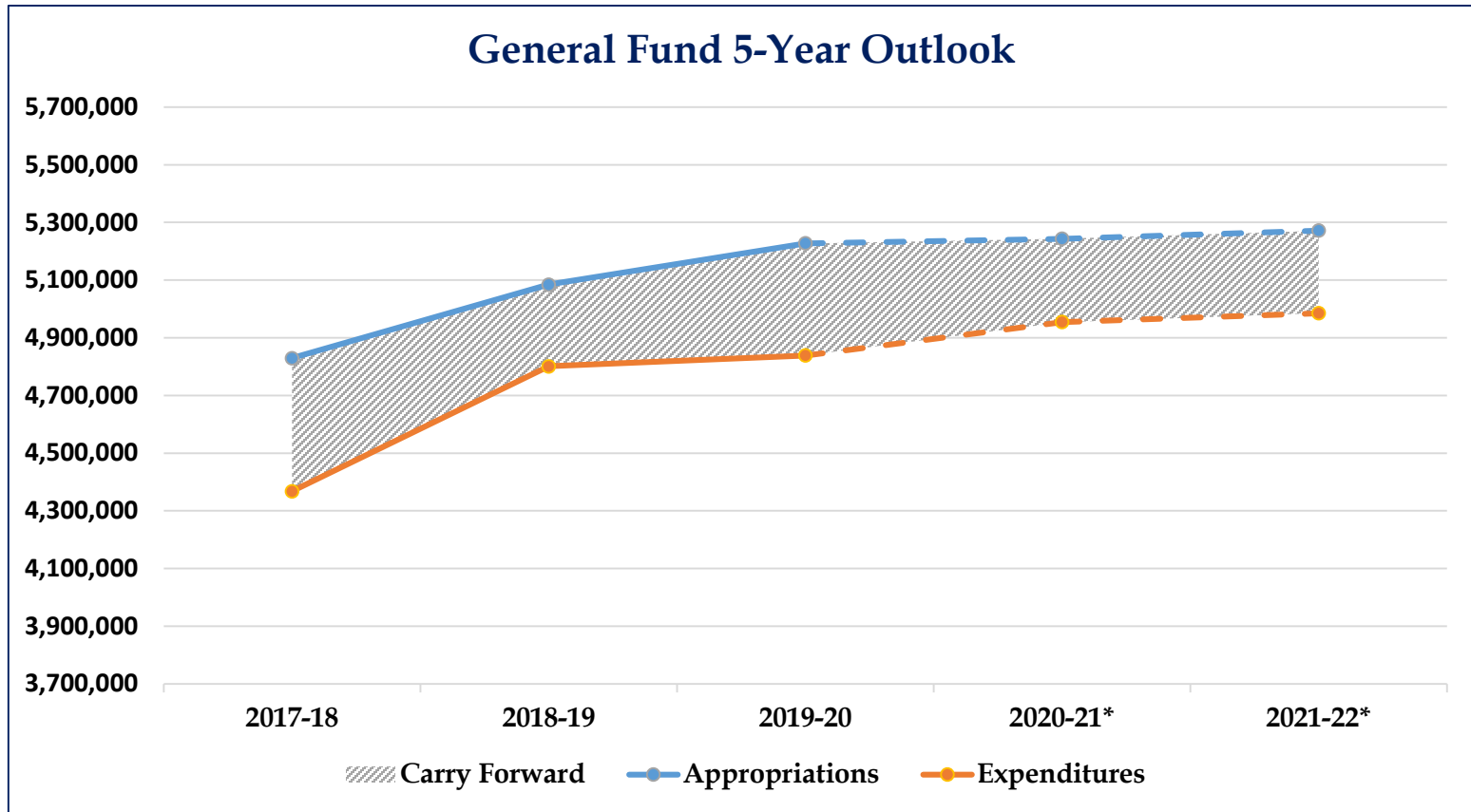
Note: agency strives to maintain a minimum carryforward of 5% of total appropriations (approx. \$275,000) in the event of a mid-year budget cut



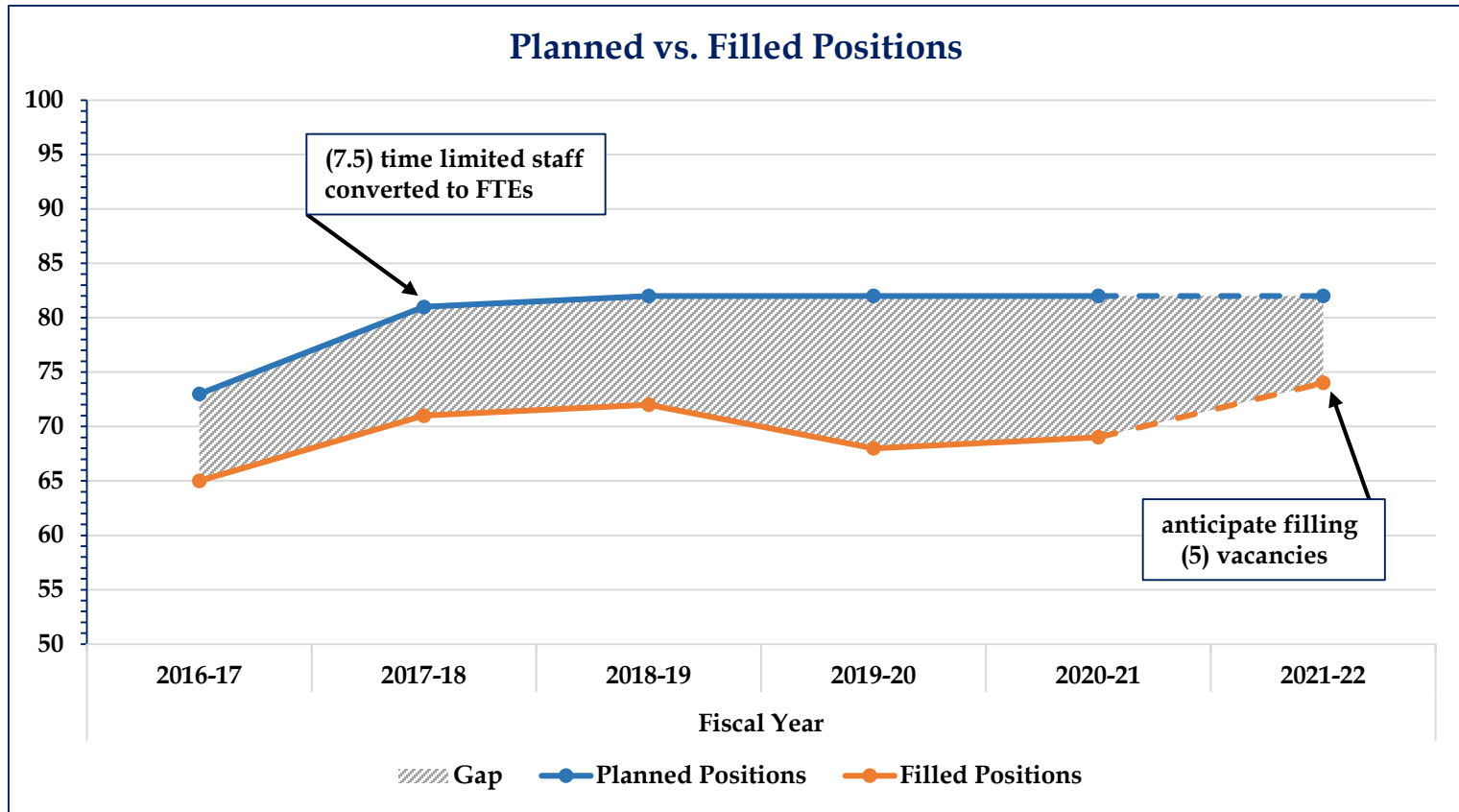
3-YEAR EXPENDITURE BREAKDOWN



GENERAL FUND APPROPRIATION TREND WITH FORECAST



STAFF LEVEL



COMPENSATION PLANNING

Fiscal Year	Anticipated Carryforward
2020-21	\$288,893
2021-22	\$285,865
2022-23	\$255,552
2023-24	\$255,552
max. available funds	\$255,552
target carryforward	275,000
difference	- \$19,448
available funds for new initiatives	\$0

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

OTHER FUND 3-YEAR ACTIVITY

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



CARRY FORWARD – GENERAL FUNDS FY 2019-20 – \$388,552

Anticipated Utilization of Funds:

- Delayed Expenses – Website Redesign
- Delayed Expenses – SharePoint Project
- Investments in Infrastructure
 - Equipment and system enhancements
- Investments in Human Resources
 - Training and development
- Business Continuity
 - 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
 - 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
 - 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
 - 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
 - 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

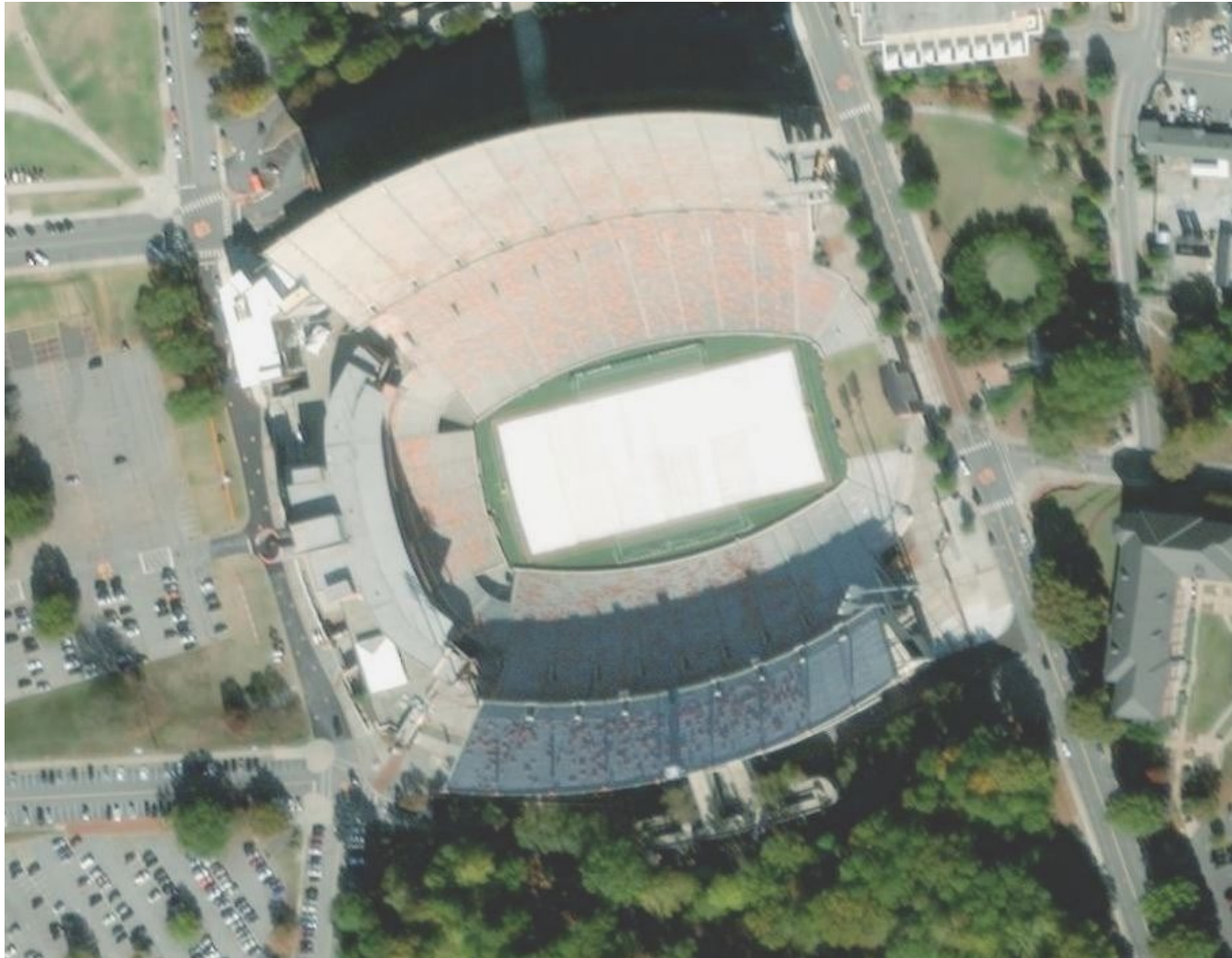


STATEWIDE AERIAL IMAGERY PROGRAM

PROGRESS REPORT

- Baseline Imagery
 - Image capture completed in mid-March
 - QA/QC of imagery in process; results thus far have exceeded accuracy specifications
 - Completed imagery for the entire state should be available for use before the end of this calendar year
- Funding Efforts
 - Received \$2,000,000 in seed money from the General Assembly to initiate the program
 - 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
 - Contract awarded to Comtech on June 26, 2020
 - System development in process (ESInet with core NG services)
 - RFA technical expert hired, effective October 2020
 - Should begin onboarding PSAPs (8) in the spring of 2021 and continued staggered deployments through 2025
- Fiscal Model
 - 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.