

AGENCY NAME:	SC Department of Insurance		
AGENCY CODE:	R20	SECTION:	78



Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Department of Insurance (Department) is to protect the insurance consumers, the public interest, and the insurance marketplace by ensuring the solvency of insurers, enforcing and implementing the insurance laws of this State, and regulating the insurance industry in an efficient, courteous, responsive, fair, and equitable manner.
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	9/14/2015
(TYPE/PRINT NAME):	Raymond G. Farmer

BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	

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AGENCY'S DISCUSSION AND ANALYSIS

Key Strategic Challenges

Much of the work of the Department is influenced by changes in financial markets at the national and international level. Summarized below are the key challenges facing insurance regulation in South Carolina.

Challenge: Increased Federal Involvement in Insurance Regulation

Examples of the heightened federal involvement in insurance regulatory activities include the enactment of the Patient Protection and Affordable Care Act (ACA), the Wall Street Reform and Consumer Protection Act (commonly referred to as Dodd-Frank), and most recently, NARAB II. These Acts have, and will continue to have, a significant impact on U.S. insurance markets and their regulation. While this legislation is federal, it impacts state laws and regulations. Federal legislation often establishes the minimum level of protection that may be afforded. While it recognizes that states are the primary regulators of insurance, it also establishes the standards with which all insurers must comply. States are charged with enforcement, but if the state does not enforce the provisions of the law, the federal government will effectively preempt state law. Federal regulators are new to insurance regulation. Consequently, the challenge for state and federal regulators is to effectively collaborate and communicate in the performance of their regulatory roles.

What follows is a summary of the impact of these internal and external factors on the various divisions of the Department.

Market and Consumer Services

Personnel changes have had a significant impact on the Market and Consumer Services Division during FY 2015. As a whole, the Division hired six new employees, including one supervisor, between the second half of FY 2014 and the completion of FY 2015. This represents 27% of the FTEs in this Division. This level of staff turnover has created some challenges as we lose institutional knowledge, but it has also created opportunities. Many of the less tenured employees are now having the opportunity to showcase ways that they can contribute to the Division and have taken on training and mentoring of new staff. The Division has also looked internally to further the knowledge base of all employees within the Market and Consumer Services Division. One example is the implementation of Division-wide Lunch & Learns. These meetings bring all Division staff together around a particular type of insurance and utilize existing staff that are selected based upon their subject matter expertise to educate their peers and coworkers. This helps to build a baseline level of knowledge across the Division while also focusing on building comradery and cohesiveness. The Division has also recognized the importance of knowing your coworkers by implementing a photo directory for Division staff. This is particularly helpful given the high volume of turnover previously discussed.

Much of the duties and responsibilities of the Market and Consumer Services Division are dependent on external factors; the number of consumer calls, consumer complaints, and insurance rate, rule, and form filings that the Division staff must process is directly correlated to how many consumers contact us for assistance and how many insurance product filings are made by insurance carriers in a given period of time. As a result, it can be challenging from a strategic planning perspective to manage resources effectively while ensuring an efficient turnaround of consumer and insurer submissions.

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Because of the limited control we have over the workload itself, we strive to focus on the areas that are within our control with a continual focus on areas for improvement in our processes. For example, the total turnaround time for insurer rate, rule, and form filings is impacted by the quality of the filing at submission, the number of times we must request additional information, support, or clarification from the insurer, and how quickly they provide such information. As the aforementioned items are only minimally within our control, we have sought to emphasize the state's review time as this is entirely based upon how long it takes our staff to review a filing after submission and after a company responds to any follow-up inquiries we may have. Of course, we also understand that the total turnaround time directly impacts speed to market initiatives, so we try to balance the two in our focus.

In an effort to provide greater transparency for consumers, we have recently released a new option for interested parties to search for insurer rate, rule, and form filings. Known as SERFF Public Access, this is a no-cost, Internet-based solution for viewing public insurance company rate, rule and form filings from anywhere at any time. Consumers simply click a link on our website to begin searching for filings and are then able to download the entirety of the filing or select a subset of the filing to review in more detail. Of course, we understand that this may not be an option for all interested parties, so we continue to provide the two options that were previously in place – requesting copies to be delivered by mail or email and viewing filings at our public kiosk – as outlined on our website (<http://doi.sc.gov/595/Insurance-Rates>).

We are also continuing our focus on enhancing our customer service. We continue to maintain extended hours in our Office of Consumer Services and are available 8:00 a.m. to 6:00 p.m. Mondays through Thursdays (with normal hours of 8:30 a.m. to 5:00 p.m. on Fridays). We also have enhanced our online complaint portal in response to feedback from consumers. This portal allows consumers to file consumer complaints with our Office of Consumer Services through our website. The portal was enhanced during the fiscal year to allow consumers to upload attachments that are relevant to their complaint. Our Consumer Services staff had previously identified this as a barrier to success for the online portal as consumers that had additional documentation to submit would have to separately mail, fax, or email that information to us, which slowed our ability to effectively and efficiently investigate and respond to their complaint. A second enhancement we've deployed is to email consumers to acknowledge receipt of their online complaint. We haven't been able to update the IT programming to add an automatic confirmation to the online complaint submission process; however, this was enough of a priority for the program area that we looked for an interim solution. The Office of Consumer Services identified and implemented a manual process that incorporates the sending of a confirmation email to the individual filing the complaint so that they know that it has been received and is being reviewed.

We have also spent the last fiscal year working to enhance our market analysis program area, which is critical to monitoring insurer trade practices and identifying emerging trends in the market or in a particular insurance carrier/ group. The agency has reorganized the Market Services staff to allow an additional staff member to spend half of their time working on market analysis projects. Three Market Services staff members have also been enrolled in training programs that are specific to market analysis and market regulation to enhance their technical knowledge and skills. This initiative will continue in FY 2016 as it is a strategic priority for the Division.

As we strive to focus on ways to improve what is within our control, we are currently in the process of updating the actuarial exhibits and filing resources that we provide to companies to assist them in preparing and submitting a quality filing at initial submission. Our goal for Market Services is to provide carriers with as much pertinent and useful information as we can up front in order to assist them in complying with South Carolina's insurance laws. To that end, the Property and Casualty (P&C) Unit plans to release updated Actuarial Exhibits and tutorials in the coming fiscal year and is also planning to prepare webinars for industry on areas that we

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have identified as barriers to our speed to market initiative. The Life, Accident and Health (LA&H) Unit will build on its prior work relative to the processing changes that have resulted from the Affordable Care Act; after each annual filing period, the staff is responsible for identifying areas for improvement and common issues that were identified across carriers. Carrier feedback is also solicited to ensure a holistic approach as the staff works to streamline the filing and review process given that these filings demand significant resources both internally and from our filing carriers.

One area of focus for the Office of Consumer Services is updating our brochures and various printed materials for consumers. During FY 2015, we focused on getting the biggest bang for our buck. As a result, the focus was on providing meaningful resources for individuals and small businesses relative to the ACA-compliant plans that would be available in the individual and small group markets. Another area we identified as an opportunity for enhancement was in our Medicare Supplement Insurance Shopper's Guide. Based upon analytics pulled from our website, this consumer guide has the most unique downloads of any documents from our website. As a result, staff undertook an initiative to revamp this guide and was able to publish a revised version in the spring of 2015.

An additional consumer item of focus for the Division was to update the data in the sample premium comparisons tool available under our Market Assistance page. The enhanced premium comparison tool for both private passenger automobile insurance and homeowners insurance that will allow an individual to input basic information about themselves and their vehicle/ property and, in response, receive a listing of sample premium comparisons from companies writing that coverage. That program was launched in 2014 and carriers were required to submit revised data in August 2014 and again in May 2015.

Financial Regulation

The regulatory challenges confronting the Financial Regulation Division involve our ability to effectively implement new regulatory standards in response to federal legislation or financial crises impacting insurers that are members of a holding company system. The contagion effects experienced by U.S. insurers in the AIG holding company system's near collapse prompted U.S. insurance regulators to reevaluate their group supervisory framework and pay closer attention to the risks that are created by activities going on outside of those entities as well as the reputational and contagion issues that could exist. In response, the NAIC voted to adopt a significant new addition to U.S. insurance regulation: the U.S. Own Risk and Solvency Assessment (ORSA). An ORSA will require insurance companies to issue their own assessment of their current and future risk through an internal risk self-assessment process and it will allow regulators to form an enhanced view of an insurer's ability to withstand financial stress. Large- and medium-size U.S. insurance groups and/or insurers will be required to regularly conduct an ORSA starting in 2015. While few South Carolina domestics will have to conduct this assessment, it will be an expensive and time consuming endeavor for this Department. There is no standard way to conduct an ORSA and it will vary from company to company. The output of the assessment will be a set of documents that demonstrate the results of management's self-assessment.

The ORSA assessment will be an accreditation standard. It is a part of an overall regulatory strategy to effectively regulate group activity which also includes supervisory colleges. Supervisory colleges are joint meetings of interested regulators with company officials and include detailed discussions about financial data, corporate governance and enterprise risk management. Solvency regulation has a more global focus than it has in the past.

Much of the work of the Division has been devoted to ensuring the Department is prepared for accreditation and new employees have been effectively trained. The Department's ability to recruit and retain competent and qualified staff continues to be a challenge for the agency. During the past rating period, the Financial Regulation

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Division has reorganized to enable the Department to meet these new regulatory challenges. Additional reorganization and effective succession planning will continue to be necessary as members of the Division retire or transition to other opportunities. To address these concerns, the Division has hired interns, permitted other employees within the agency to job shadow, and mentored employees who may have an interest in financial regulation in an attempt to ensure a qualified pool of financial regulators.

Challenge: Workforce Planning and Capacity

Several significant challenges face the agency succession at this time. These challenges include increased federal involvement in the regulation of the business of insurance, an increasing number of retirement eligible employees as well as the loss of their expertise and institutional knowledge. These factors have had a significant impact on the work of the Department this past fiscal year.

Out of the 94 Full Time Employees (FTE) assigned to the Department, currently, 32 of filled positions within the Agency are occupied by employees who are either currently retired (i.e. TERI or returned) or will be eligible within 5 years. Twenty-one of these eligible employees are in positions identified as the most critical, not only because of their retirement status, but also due to the importance of the position as it relates to the organization.

A changing workforce demographic continues to impact the culture of the Department as well as the external environment from which it must recruit and train new employees. State salaries are often not competitive with those offered in the private market. Increasing job mobility in the work-world is a significant trend that government agencies must recognize and address as they seek to attract employees who most likely do not envision themselves as working for one employer throughout their career and are interested in many of the advantages/benefits offered by employees in the private sector.

To address these concerns, the Department has developed, and is implementing, workforce and succession plans to address succession issues and enhance the competencies of staff. The workforce plan identifies the positions in the agency that are mission critical and creates specific action steps for managers and employees to recruit, train and retain staff. This process will ensure that institutional knowledge will not be immediately lost upon the retirement or resignation of current employees.

Additionally, the Department has partnered with Midlands Technical College for training, and with other local colleges and universities, to identify and recruit employees with insurance backgrounds and other financial expertise. Students from the Darla Moore School of Business and the Insurance and Risk Management Program at the University of South Carolina, SC State University, Coastal Carolina and Claflin have successfully completed insurance-related internships at the Department. These insurance programs have served as important recruitment pools for the Department.

Moreover, Department employees are also being encouraged to take courses to obtain insurance related designations and certifications to enhance their insurance knowledge and otherwise prepare them for advancement opportunities as they become available within the organization. Employees are being cross-trained, mentored and allowed to shadow employees in positions in which they may have an interest. While no guarantees of promotions or employment are made, these efforts help the Department in the event of an unexpected absence and help prepare the employee should an opportunity become available. As a result of these collective efforts, the Department has been able to recruit applicants as well as retain and promote employees with significant insurance knowledge into positions at the Department.

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The foregoing discussion summarizes the internal and external factors that impact this agency. It is within this environment that the Department attempts to regulate the South Carolina insurance marketplace. Senior leadership reviews market performance and other regulatory challenges annually. From this, the Department develops its goals and objectives and legislative and other policy recommendations.

Summarized below are the Department's significant achievements during the fiscal year ending June 30, 2015: Collected \$233,938,712 in revenue from taxes, fees, assessment and fines.

Reviewed and analyzed 12,283 rate, rule and form filings. Nine Thousand Three-Hundred forty (9,340) were related to property and casualty insurance products and the remaining 2,943 were related to life, accident and health insurance products.

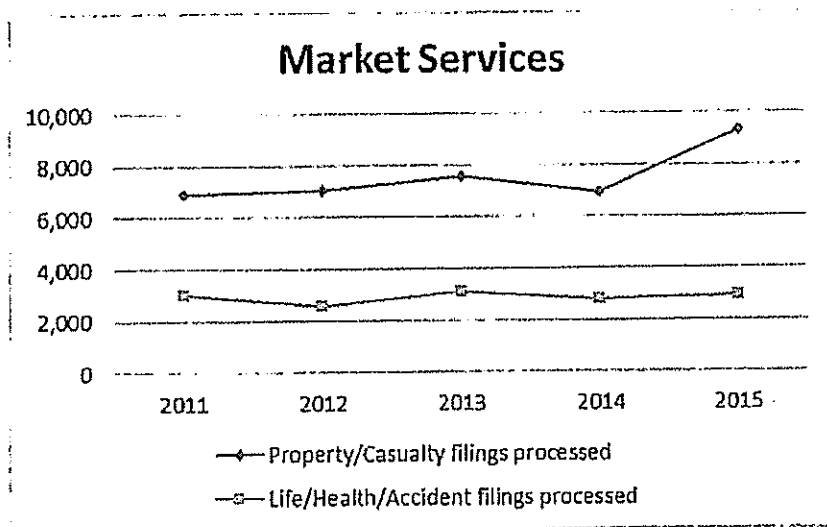
The Department's Office of Consumer Services addressed more than 23,000 insurance inquiries;

Licensed a net of 21 traditional new companies and a net of 12 captives during the year.

Reviewed the South Carolina Code of Laws, Title 3B to determine what, if any, laws that are unnecessary and issued 12 bulletins clarifying issues related to the implementation of South Carolina insurance laws.

Implemented a more robust outreach plan which consists of an enhanced website, additional community events, and enhanced market assistance activities in the communities affected by various disasters or other natural events.

Enhanced the quality and efficiency of the services provided to stakeholders by automating processes and upgrading technology to enable the Department to be more responsive and to secure the data maintained by the agency.



<u>Licensing Office</u>					
	2011	2012	2013	2014	2015
New Entities Licensed	38,596	37,867	36,278	40,987	46,981

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Using the Accountability Report to Improve Organizational Performance

The Department uses the Accountability Report to annually evaluate and critique the progress of the agency's strategic plan. The Report is also used to initiate discussion about potential changes or additions to the current year's action plan. Through this process, the performance measures are accurately linked to larger, strategic goals in such a way that promotes the Department's transparency, efficiency, and effectiveness and commitment to its stakeholders.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Maintain a solvent and competitive insurance marketplace
S		1		Process Rates, Forms and Licenses promptly
O			1	Percent of licenses who renew online
O			2	Number of life, accident and health (LA&H) insurance rate and form filings processed
O			3	LA&H Filing Turnaround Time
O			4	Number of property and casualty (P&C) insurance rate, rule and form filings processed
O			5	P&C Filing Turnaround Time
O			6	Totals number of licensed agents
O			7	Number of regulated companies and other carriers
O			8	Producer Licensing Turnaround Time (hours)
O			9	Newly Licensed Individuals
S		2		Recruit new insurers to SC to write in underserved markets
O			1	Track insurance entities licensed/approved/registered in SC
S		3		Monitor insurer solvency through financial analysis and examinations
O			1	Conduct quarterly analysis of the financial statements of all domestic insurers, including domestic RRG Captives, authorized to transact business in SC to insure the company is not operating in a hazardous financial condition.
O			2	Conduct statutory and limited scope examinations of domestic insurers, including domestic RRG Captives, authorized to transact business in SC to insure the company is not operating in a hazardous financial condition and is not operating in a manner inconsistent with SC laws and regulations.
O			3	Conduct, no less that annually, analysis of the financial statements of all domestic Non-RRG Captives authorized to transact business in SC to insure the company is not operating in a hazardous financial condition. Conduct statutory and limited scope examinations of domestic Non-RRG Captives authorized to transact business in SC to insure the company is not operating in a hazardous financial condition and is not operating in a manner inconsistent with SC laws and regulations.
O			4	troubled companies. The results of these meetings will be reported to the Director and Deputy Director as they occur.
O			5	occur.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			6	Troubled Company Committee meets as necessary to discuss companies that have been placed in rehabilitation or liquidation. The results of these meeting will be reported to the Director and Deputy Director as they occur.
O			7	Using available reporting, conduct a quarterly review of all foreign and alien insurers, including RRG Captives, authorized to transact business in SC. Contact the companies' domestic states with any concerns.
O			8	Review Captive Business Plan Changes on a timely basis.
O			9	Percent of companies rehabilitated after SC DOI solvency-related intervention
O			10	Number of reviews of annual interim financial statements completed
O			11	Number of entities receiving SC DOI solvency-related intervention
O			12	Captive Business Plan Changes - net days (Dept. processing time)
O			13	Captive Business Plan Changes - total days (receipt to closure)
S		4		Monitor insurer trade practices via consumer assistance, market analysis and investigations
O			1	Investigate allegations that SC insurance laws have been violated
S		5		Review insurance laws to reduce impediments to competition or market entry
O			1	Review provisions of Title 38 affecting licensure of insurers
O			2	Identify laws that may require modification or repeal
O			3	Prepare a report for the Office of Legislative Council
G	2			Promote voluntary compliance by enhancing education and outreach
S		1		Enhance the DOI's outreach program/activities
O			1	Publish consumer education materials quarterly
O			2	Develop and issue press releases quarterly for insurance-related events/topics
S		2		Conduct Educational Sessions throughout the state
O			1	Conduct Annual Public Hearing Meeting on Status of the Wind Pool
O			2	Industry Speaking Engagements
O			3	Participate in trade shows and other community events
O			4	Issue bulletins and meet with industry groups
S		3		Implement Communications Plan
O			1	Implement Communication guidelines

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			2	Conduct Department-wide staff meetings to update staff on agency activities
O			3	Send email to DOI staff on employee accomplishments, vacancies, etc.
O			4	Communicate insurance related messages via PSAs and social media
S		4		Educate DOI Employees
O			1	Conduct training workshops per year on insurance-related topics
O			2	CISR Training
O			3	Security/Confidentiality Training
O			4	Privacy Training
O			5	Host Webinars
O			6	Participate in NAIC Meetings/Trainings
S		5		Implement Disaster Response Plan
O			1	Provide oversight, communication, and coordination of a broad and diverse group of partners
O			2	Employ an integrated all-hazards risk based approach for mitigation, response, continuity of operations, recovery, and preparedness planning for the department
O			3	Build local and state partnerships and coalitions
O			4	Enhance disaster preparedness capabilities through preparing, training, and exercising
G	3			Protect the public through effective regulatory enforcement of insurance laws
S		1		Ensure licensees are complying with the requirements of SC law
O			1	Enforce SC licensing requirements
O			2	Maintain NAIC Accreditation every Five (5) Years
S		2		Promote compliance through education
O			1	Speak on enforcement related topics at industry and governmental events
O			2	Participate in trade conferences for regulated entities
O			3	Host educational sessions for stakeholders
O			4	Number of consumers assisted by SCDOI Consumer Help Line Switchboard
O			5	Number of consumer calls, inquiries addressed by Insurance Regulatory Analysts in the SCDOI's Office of Consumer Services
S		3		Evaluate opportunities for speedier resolution of some complaints

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			1	Review and modify investigative procedures as necessary
O			2	Explore cooperative initiatives with other program areas
O			3	Provide document checklists to other program areas to facilitate document requests
O			4	Use graduated penalties where appropriate
O			5	Percent of enforcement cases concluded within 365 days
O			6	Number of complaints resolved
O			7	Dollar amount returned to consumers through complaints resolution
O			8	Complaint/Inquiry Turnaround Time (days)
O			9	Average turnaround time (in days) to written consumer complaints
O			10	Number of enforcement cases concluded with action
O			11	Legal cases closed
O			12	Dollar amount of penalties assessed for violations of insurance and insurance-related statutes and rules
O			13	Dollar amount of restitution assessed for violations of insurance and insurance-related statutes and rules
O			14	Number of referrals of alleged insurer fraud to state and federal prosecutors
O			15	Number of reports of insurer fraud received
S		4		Communicate compliance and enforcement statistics/trends to stakeholders
O			1	Post orders on the DOI website
O			2	Circulate monthly report to all deputy directors
O			3	Include information in the DOI Accountability Report
O			4	Breakdown of complaint statistics by insurance carrier by year to public
G	4			Improve Operational Quality, Service Efficiency, and Departmental Productivity
S		1		Recruit, train and retain a knowledgeable and healthy staff
				Establish internship program with USC's and College of Charleston's Math, Business and Risk Management Departments; and with Clemson's School of Accountancy and Legal Studies (for finance, real estate, risk management, and insurance)
O			1	
O			2	Update Succession/Workforce plans

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			3	Update Policies and Procedures manuals for each area
O			4	Conduct Employee training/educational workshops
O			5	Review internal controls and processes for Business Functions of Agency
O			6	Develop wellness initiatives and encourage employees to participate through communication channels and offer incentives for participation
O			7	Communicate and promote wellness benefits & initiatives to employees regularly and ensure they are aware of other wellness resources such as tobacco use programs, employee assistance programs and ergonomics options
S		2		Solicit proposals for more modern technological systems
O			1	Modify Oracle system or select new system based on recommendations
S		3		Offer more e-filing and notification opportunities
O			1	Provide for electronic notifications of licensees
S		4		Eliminate obsolete filing requirements
O			1	Review processes and procedures for necessary modification
O			2	Notify stakeholders of changes via bulletins and compliance workshops
O			3	Review and withdraw any old bulletins
S		5		Make website more interactive
O			1	Update and enhance the website
O			2	Update technology to make data searchable
O			3	Enhance database for SC Safe Home
O			4	Increase the number of consumers using site
O			5	Improve navigation and search ability
O			6	Increase variety of access methods for site information
S		6		Review and Maintain heightened level security DOI systems & facilities
O			1	Conduct training sessions for all employees
O			2	Integrate network security into daily operations
O			3	Make "Securing the Human" course mandatory for all on a yearly basis
O			4	Implement daily reminders of security – posters, pop-ups, emails

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Strategic Planning Template

Type	Item #		Object	Description
	Goal	Strat		
O			5	Implement all DTO recommendations for IT Security immediately
O			6	Quarantine staff computers for assessment immediately upon possible DTO data breach notification

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1.0	Percent of licenses who renew online	N/A	81.93%	80%	Fiscal Year	Licensing System	Annually	N/A	1.1.1
2.0	Number of life, accident and health ins rate and form filings processed	2,802	2,943	Market Driven	Fiscal Year	SERFF	Ongoing	Report of number of LA&H filings with a disposition date between start and end of FY (excluding rejected filings)	1.1.2
3.0	LA&H Filing Turnaround Time (days)	26.21	28.63	Market Driven	Fiscal Year	SERFF (FY 2015 Figures represent the "Average State Turnaround Days" as pulled from the SERFF Productivity Report for the period 7/1/14 - 6/30/15)	Ongoing	Note that the calculation methodology has changed for FY 15 from prior years as SERFF has developed a new report "(SERFF Productivity Report) that analyzes data differently, which contributes to at least some of the variation in the numbers as compared to the prior year	1.1.3
4.0	Number of property and casualty insurance rate, rule and form filings processed	6,982	9,340	Market Driven	Fiscal Year	SERFF	Ongoing	Report of number of P&C filings with a disposition date between start and end of FY (excluding rejected filings)	1.1.4
5.0	P&C Filing Turnaround Time (days)	17.00	8.6	Market Driven	Fiscal Year	SERFF (FY 2015 Figures represent the "Average State Turnaround Days" as pulled from the SERFF Productivity Report for the period 7/1/14 - 6/30/15)	Ongoing	Note that the calculation methodology has changed for FY 15 from prior years as SERFF has developed a new report "(SERFF Productivity Report) that analyzes data differently, which contributes to at least some of the variation in the numbers as compared to the prior year	1.1.5
6.0	Totals number of licensed agents	213,546	223,897	Market Driven	Fiscal Year	Licensing System	Ongoing	N/A	1.1.6
7.0	Number of regulated companies and other carriers	Traditional 1507 Non-RRG Captives 148	Traditional 1528 Non-RRG Captives 160	Traditional 1500 Non-RRG Captives 150	Fiscal Year	Company Licensing System	Ongoing	N/A	1.1.7
8.0	Producer Licensing Turnaround Time (hours) (from Gov's Mthly Report)	7.66	6.62(hrs)	7 Hrs	Fiscal Year		Ongoing	N/A	1.1.8
9.0	Newly Licensed Individuals (from Gov's Mthly Report)	42,550	46,981	Market Driven	Fiscal Year	Licensing System	Ongoing	N/A	1.1.9
10.0	Track insurance entities licensed/approved/registered in SC and report via the Governor's monthly report. (from Gov's Mthly Report)	Market Driven	Traditional Net 21 Non-RRG Captives Net 12	Market Driven	Fiscal Year	Chief Financial Analyst	Ongoing	N/A	1.2.1

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
11.0	Conduct quarterly analysis of the financial statements of all domestic insurers, including domestic RRG Captives, authorized to transact business in SC to insure the company is not operating in a hazardous financial condition	Traditional 156	Traditional 152	Traditional 156	Fiscal Year	Chief Financial Analysts' Logs	Ongoing	N/A	1.3.1
12.0	Conduct statutory and limited scope examinations of domestic insurers, including domestic RRG Captives, authorized to transact business in SC to insure the company is not operating in a hazardous financial condition and is not operating in a manner inconsistent with SC laws and regulations	100%	100%	100%	Every 3 years or 5 years depending on company type. Numbers will vary year over year.	Captive and Traditional Chief Financial Examiner	Annual	Statute	1.3.2
13.0	Conduct, no less that annually, analysis of the financial statements of all domestic Non-RRG Captives authorized to transact business in SC to insure the company is not operating in a hazardous financial condition	246	263	263	Ongoing	Chief Financial Analysts' Logs as well as Financial Analysts' Files	Quarterly	N/A	1.3.3
14.0	Conduct statutory and limited scope examinations of domestic Non-RRG Captives authorized to transact business in SC to insure the company is not operating in a hazardous financial condition and is not operating in a manner inconsistent with SC laws and regulations	100%	100%	100%	Every 3 years or 5 years depending on company type. Numbers will vary year over year.	Captive and Traditional Chief Financial Examiner	Annual	Statute	1.3.4
15.0	Troubled Company Committee meets as necessary, but no less than quarterly, to discuss troubled or potentially troubled companies. The results of these meetings will be reported to the Director and Deputy Director as they occur	0	12	4	Ongoing	Note: Committee meets quarterly or as needed but was not formed until FY'15.	Quarterly	Committee Records	1.3.5

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
16.0	Troubled Company Committee meets as necessary to discuss companies that have been placed in rehabilitation or liquidation. The results of these meeting will be reported to the Director and Deputy Director as they occur	0	6	6	Ongoing	Note: Committee meets quarterly or as needed but was not formed until FY'15.	Quarterly	Committee Records	1.3.6
17.0	Using available reporting, conduct a quarterly review of all foreign and alien insurers, including RRG Captives, authorized to transact business in SC. Contact the companies' domestic states with any concerns	100%	100%	100%	Ongoing	Financial Analysts	Quarterly	Quarterly Reports	1.3.7
18.0	Review Captive Business Plan Changes	100%	100%	100%	Ongoing	N/A	Annually	N/A	1.3.8
19.0	Percent of companies rehabilitated after SC DOI solvency-related intervention	N/A	N/A	N/A	Ongoing	As Necessary	Annually	N/A	1.3.9
20.0	Number of reviews of annual interim financial statements completed	402	415	419	Fiscal Year	Chief Financial Analysts Files		N/A	1.3.10
21.0	Number of entities receiving SC DOI solvency-related intervention	0	1	0	Ongoing	As Necessary	Annually	N/A	1.3.11
22.0	Captive Business Plan Changes - net days (Dept. processing time) (from Gov's Mthly Report)	2.04	2.26	< 3	Fiscal Year	Governor's Report	Monthly	N/A	1.3.12
23.0	Captive Business Plan Changes - total days (receipt to closure) (from Gov's Mthly Report)	3.98	4.91	< 7	Fiscal Year	Governor's Report	Monthly	N/A	1.3.13
24.0	Investigate allegations that SC insurance laws have been violated (days)	136	94.25	N/A	Fiscal Year	Unit Monthly Reports	Ongoing	N/A	1.4.1
25.0	Review provisions of Title 38 affecting licensure of insurers	100%	100%	100%	Fiscal Year	Code	Quarterly	N/A	1.5.1
26.0	Identify laws that may require modification or repeal	1	1	1	Annually	N/A	September 1st of each year	N/A	1.5.2
27.0	Prepare a report for the Office of Legislative Council	1	1	1	Annually	N/A	December 1st of each year	N/A	1.5.3
28.0	Publish consumer education materials quarterly	4,200	5,600	N/A	Fiscal Year	PIO Printing And Distribution Reports	Reported Annually	N/A	2.1.1

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29.0	Develop and issue press releases quarterly for insurance-related events/topics	7	27	As needed	Fiscal Year	Published Citings On Web	Reported Annually	N/A	2.1.2
30.0	Conduct Annual Public Hearing Meeting on Status of the Wind Pool	1	1	1	Fiscal Year	Annual Communication Plan, Status Of Wind Pool Report	Reported Annually	N/A	2.2.1
31.0	Industry Speaking Engagements	28	50	As needed	Ongoing	NA	Ongoing	N/A	2.2.2
32.0	Participate in trade shows and other community events	8	3 to date	As needed	Fiscal Year	Annual Communication Plan	Reported Annually	N/A	2.2.3
33.0	Issue bulletins and meet with industry groups	100%	100%	100%	Fiscal Year	N/A	Annually	Report the number of industry meetings conducted and topics Report the number of bulletins issued	2.2.4
34.1	Implement Communication guidelines	100%	100%	100%	Fiscal Year	N/A	Annually		2.3.1
34.2	Implement Communication guidelines	100%	100%	100%	Fiscal Year	N/A	Annually		2.3.1
34.3	Implement Communication guidelines	100%	100%	100%	Fiscal Year	N/A	Annually		2.3.1
35.0	Conduct Department-wide staff meetings to update staff on agency activities.	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	2.3.2
36.0	Send email to DOI staff on employee accomplishments, vacancies, etc.	100%	100%	100%	Fiscal Year	N/A	Ongoing	N/A	2.3.3
37.0	Communicate insurance related messages via PSAs and social media	20 Billboards, 375,000 impressions w/digital campaign	535,000 impressions/digital campaign to include mobile apps, banner ads, etc. plus 30 announcements during news and weather broadcasts on Channel 2 Charleston.	100%	Fiscal Year	Annual Communication Plan	Reported Annually	N/A	2.3.4
38.0	Conduct training workshops per year on insurance-related topics	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	2.4.1
39.0	CISR Training	N/A	11	11	Fiscal Year	N/A	Annually	N/A	2.4.2
40.0	Security/Confidentiality Training	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	2.4.3
41.0	Privacy Training	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	2.4.4
42.0	Host Webinars	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	2.4.5

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
43.0	Participate in NAIC Meetings/Trainings	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	2.4.6
44.0	Provide oversight, communication, and coordination of a broad and diverse group of partners	100%	100%	100%	Fiscal Year		Annually		2.5.1
45.0	Employ an integrated all-hazards risk based approach for mitigation, response, continuity of operations, recovery, and preparedness planning for the department	100%	100%	100%	Fiscal Year		Annually		2.5.2
46.0	Build local and state partnerships and coalitions	100%	100%	100%	Fiscal Year		Annually		2.5.3
47.0	Enhance disaster preparedness capabilities through preparing, training, and exercising	4	4	4	Fiscal Year		Annually		2.5.4
48.0	Enforce SC licensing requirements	100%	100%	100%	Fiscal Year	Chief Financial Analysts' Logs	Ongoing	N/A	3.1.1
49.0	Maintain NAIC Accreditation every Five (5) Years	100%	100%	100%	Every 5 years	Deputy Director	Ongoing	Re-Accredited for 5 year period	3.1.2
50.0	Speak at compliance-related trade organization meetings, present/ speak as requested on specific topics	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	3.2.1
51.0	Participate in trade conferences for regulated entities	N/A	3	N/A				N/A	3.2.2
52.0	Host educational sessions for stakeholders	100%	4	N/A				N/A	3.2.3
53.0	Number of consumers assisted by SCDOI Consumer Help Line Switchboard	N/A	10,444	Market Driven	Fiscal Year	Office of Consumer Services Staff Reports	Monthly	N/A	3.2.4
54.0	Number of new consumers helped by the SCDOI Office of Consumer Services staff	N/A	9,982	Market Driven	Fiscal Year	Office of Consumer Services Staff Reports	Monthly	N/A	3.2.5
55.0	Review and modify investigative procedures as necessary	100%	100%	100%	Fiscal Year	N/A	Annually	Report the procedures reviewed, the number modified or eliminated	3.3.1
56.0	Explore cooperative initiatives with other program areas	100%	100%	100%	Fiscal Year	N/A	Ongoing	Report on the number of investigations emanating from each program area	3.3.2

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
57.0	Provide document checklists to other program areas to facilitate document requests	100%	100%	100%	Fiscal Year	N/A	As needed	Report the number of checklists developed	3.3.3
58.0	Use graduated penalties where appropriate	100%	100%	100%	Fiscal Year	N/A	Ongoing	Report violations where graduated penalty used	3.3.4
59.0	Percent of enforcement cases concluded within 365 days	N/A	93%	Market Driven				N/A	3.3.5
60.0	Number of complaints resolved	N/A	3,344	As needed	Fiscal Year	Open/ Closed Complaint Report from SCDOI Market Conduct Database	As needed	N/A	3.3.6
61.0	Dollar amount returned to consumers through complaints resolution	1,123,030	1,385,165	Market Driven	Fiscal Year	SCDOI Market Conduct Database	Annually	N/A	3.3.7
62.0	Complaint/Inquiry Turnaround Time (days) (from Gov's Mthly Report)	7.83	8.96	Market Driven	Fiscal Year			N/A	3.3.8
63.0	Average turnaround time (in days) to written consumer complaints	7.78	7.75	Market Driven	Fiscal Year	Open/ Closed Complaint Report from SCDOI Market Conduct Database	As needed	Duration of days between complaint opening date and complaint closed date	3.3.9
64.0	Number of enforcement cases concluded with action	69	50	Ongoing	Fiscal Year	Unit Monthly Report	Ongoing	N/A	3.3.10
65.0	Legal cases closed (from Gov's Mthly Report)	111	121	100%	Fiscal Year			N/A	3.3.11
66.0	Dollar amount of penalties assessed for violations of insurance and insurance-related statutes and rules	N/A	\$121,150	Market Driven		Unit monthly report	Ongoing		3.3.12
67.0	Dollar amount of restitution assessed for violations of insurance and insurance-related statutes and rules	N/A	0	Market Driven		Unit monthly report	Ongoing		3.3.13
68.0	Number of referrals of alleged insurer fraud to state and federal prosecutors	N/A	12	Market Driven					3.3.14
69.0	Number of reports of insurer fraud received	N/A	12	Market Driven					3.3.15
70.0	Post orders on the DOI website	N/A	81%	Market Driven	Fiscal Year	N/A	Ongoing	Report the number of orders posted within 48 hours and distributed to stakeholders	3.4.1
71.0	Circulate monthly report to all deputy directors	100%	100%	100%	Fiscal Year	N/A	Ongoing	N/A	3.4.2

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
72.0	Include information in the DOI Accountability Report	100%	319 investigations files opened; 265 investigation files closed; 198 actions (fines, revocations, suspensions probation, and no action)	100%	Fiscal Year	N/A	Monthly/annually	# of investigations files opened # of investigation files closed; # of actions (fines, revocations, suspensions probation, and no action)	3.4.3
73.0	Provide company-specific claims statistics via website (by year, type, and number deemed "valid").	100%	100%	100%	Fiscal Year	DOI Market Conduct Database; Posted under "Online Services" on DOI website	Ongoing	N/A	3.4.4
74.0	Establish internship program with USC's and College of Charleston's Math, Business and Risk Management Departments; and with Clemson's School of Accountancy and Legal Studies (for finance, real estate, risk management, and insurance)	100%	100%	100%	Fiscal Year	N/A	Ongoing	N/A	4.1.1
75.0	Update Succession/Workforce plans	100%	100%	100%	Fiscal Year	N/A	Annually	N/A	4.1.2
76.0	Update Policies and Procedures manuals for each area	100%	100%	100%	Fiscal Year	N/A	Ongoing	N/A	4.1.3
77.1	Conduct Employee training/educational workshops	5	7	5	Fiscal Year	N/A	Ongoing	N/A	4.1.4
77.2	Conduct Employee training/educational workshops	25	49	49	Fiscal Year	N/A	Ongoing	N/A	4.1.4
78.0	Review internal controls and processes for Business Functions of Agency	100%	100%	100%	Fiscal Year	Audit Report	Annually	N/A	4.1.5
79.0	Develop wellness initiatives and encourage employees to participate through communication channels and offer incentives for participation	N/A	100%	100%	Fiscal Year	N/A	Annually	N/A	4.1.6

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
80.0	Communicate and promote wellness benefits & initiatives to employees regularly and ensure they are aware of other wellness resources such as tobacco use programs, employee assistance programs and ergonomics options	N/A	100%	100%	Fiscal Year	N/A	Annually	N/A	4.1.7
81.0	Modify Oracle system or select new system based on recommendations	SBS	Ongoing	Ongoing	By Dec-2016	N/A	Yearly (June 30)	N/A	4.2.1
82.0	Provide for electronic notifications of licensees	SBS	Ongoing	Ongoing	By Dec-2014	N/A	Yearly (June 30)	N/A	4.3.1
83.0	Review processes and procedures for necessary modification	100%	100%	100%	Fiscal Year	N/A	Annually/Biennially	Report survey questions and summary of stakeholder responses	4.4.1
84.0	Notify stakeholders of changes via bulletins and compliance workshops	100%	100%	100%	Fiscal Year	N/A	Ongoing	Report number of bulletins issued and topics	4.4.2
85.0	Review and withdraw any old bulletins	100%	100%	100%	Fiscal Year	N/A	Biennially	Report the number of directives issued Number of bulletins recommended for modification and withdrawal with the reasons for doing so	4.4.3
86.0	Update and enhance the website	100%	100%	N/A	Fiscal Year	N/A	Yearly	N/A	4.5.1
87.0	Update technology to make data searchable	N/A	Ongoing	Ongoing	Fiscal Year	Monthly SC Safe Home Advisory Committee Mtgs.	Reported Monthly	N/A	4.5.2
88.0	Enhance database for SC Safe Home	100%	100%	100%	By Sept. 2014	Safe Homes Access Database	Annually	N/A	4.5.3
89.0	Increase the number of consumers using site	29%	47%	50%	Fiscal Year	Piwik Analytics	Yearly	Percentage of visitors who enter and exit on the same page without visiting other links or pages on site.	4.5.4
90.0	Improve navigation and search ability (minutes)	5.38	4.17	As needed	Fiscal Year	Piwik Analytics	Yearly	Amount of time viewers spent on site.	4.5.5
91.1	Increase variety of access methods for site information	154	265	100%	Fiscal Year	Facebook	Yearly	Total number of page Likes	4.5.6
91.2	Increase variety of access methods for site information	338	502	100%	Fiscal Year	Twitter	Yearly	Total number of followers	4.5.6
92.0	Conduct training sessions for all employees (session)	3	1	As needed	Fiscal Year	Security file	N/A	N/A	4.6.1
93.0	Integrate network security into daily operations (GAP Analysis)	5	13	13	by 6/30/15	Security file	N/A	N/A	4.6.2

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94.0	Make "Securing the Human" course mandatory for all on a yearly basis (sessions)	4	4	Ongoing	Fiscal Year	Security file	N/A	N/A	4.6.3
95.0	Implement daily reminders of security -- posters, pop-ups, emails	Monthly	Monthly & Daily	Monthly	Fiscal Year	Security file	N/A	N/A	4.6.4
96.0	Implement all DTO recommendations for IT Security immediately	N/A	60%	100%	Fiscal Year	N/A	Ongoing	N/A	4.6.5
97.0	Quarantine staff computers for assessment immediately upon possible DTO data breach notification	100%	100%	100%	Fiscal Year	N/A	Ongoing	N/A	4.6.6

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Program Template

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration		\$ 1,391,169	\$ 1,195,722	\$ -	\$ 2,586,891	\$ 1,418,204	\$ 1,152,362	\$ -	\$ 2,570,566	
Administration (0100.00000.000)	Administration: Office of General Counsel, Information Resource Management(IRM), Executive Services	\$ 1,391,169	\$ 1,195,722	\$ -	\$ 2,586,891	\$ 1,418,204	\$ 1,152,362	\$ -	\$ 2,570,566	1.3.2-1.3.4; 1.5.2; 1.6.2-1.6.3; 2.1.1-2.1.3; 2.2.1; 2.2.3-2.2.5; 2.3.1-2.3.3; 2.4.1-2.4.3; 2.5.1-2.5.4; 3.3.1-3.3.4; 3.4.1-3.4.3; 4.1.1-4.1.6; 4.2.1-4.2.2; 4.3.1-4.3.2; 4.4.1-4.4.3; 4.5.1; 4.6.1-4.6.2; 4.6.5-4.6.7; 4.7.1-7.7.4
II. Program and Services		\$ 1,552,503	\$ 9,194,746	\$ -	\$ 10,747,250	\$ 1,582,593	\$ 9,714,931	\$ -	\$ 11,297,525	
A. Solvency (4000.050000.000)	Solvency: Financial Examination, Market Conduct Examinations, Financial Analysis, Securities, Securities Custodian and Historical Databases	\$ 168,288	\$ 958,282	\$ -	\$ 1,126,570	\$ 254,804	\$ 858,292	\$ -	\$ 1,113,096	1.3.1; 1.4.1-1.4.3; 1.6.1; 3.1.1-3.1.3
B. Licensing (4000.100000.000)	Licensing: Individual Licensing, Companies, Insurer/HMO Licensing, Education, Special Services Division, Third Party Administration Licenses, Utilization Review and Service Contract Providers	\$ 67,824	\$ 566,915	\$ -	\$ 634,739	\$ 53,969	\$ 580,667	\$ -	\$ 634,635	1.5.2; 3.2.1; 3.3.4; 4.3.1; 4.4.2
C. Taxation (4000.150000.000)	Premium Tax Collection	\$ 115,834	\$ 125,435	\$ -	\$ 241,269	\$ 48,596	\$ 164,439	\$ -	\$ 213,035	
D. Consumer Svcs/Complt (4000.200000.000)	Consumer Assistance	\$ 366,649	\$ 180,916	\$ -	\$ 547,564	\$ 375,241	\$ 167,754	\$ -	\$ 542,995	1.1.1-1.1.2; 1.5.1-1.5.4; 2.2.4; 2.2.6; 2.3.3; 2.5.1-2.5.4; 3.2.2; 3.3.2; 3.3.4; 3.4.4-3.4.5; 4.4.2
E. Policy Forms & Rates (4000.250000.000)	Policy Forms and Rates: Review Financial Condition and Residual Market	\$ 833,909	\$ 427,696	\$ -	\$ 1,261,605	\$ 849,984	\$ 433,161	\$ -	\$ 1,283,145	1.1.1-1.1.2; 1.5.1; 1.5.3-1.5.4; 2.2.6; 3.2.2; 3.3.2; 3.4.4-3.4.5
F. Loss Mitigation (4000.300000.000)	Hurricane Loss Mitigation	\$ -	\$ 3,700,110	\$ -	\$ 3,700,110	\$ -	\$ 3,899,542	\$ -	\$ 3,899,542	1.3.2; 2.1.1-2.1.3; 2.2.1-2.2.2; 2.2.4; 2.3.3; 2.5.1-2.5.4; 4.6.3-4.6.4
G. Uninsured Motorists (4000.350000.000)	Allocation to Insurance Companies to Reduce Uninsured Motorist Premiums to SC Policy Holders	\$ -	\$ 1,994,928	\$ -	\$ 1,994,928	\$ -	\$ 2,000,021	\$ -	\$ 2,000,021	
H. Captives (4000.400000.000)	Captives & ARTS MKT SVC's	\$ -	\$ 1,240,465	\$ -	\$ 1,240,465	\$ -	\$ 1,611,056	\$ -	\$ 1,611,056	1.3.1; 1.4.1-1.4.3; 1.6.1; 3.1.1-3.1.3
III. Employee Benefits		\$ 772,853	\$ 827,293	\$ -	\$ 1,600,146	\$ 798,231	\$ 916,925	\$ -	\$ 1,715,156	
C. Employer Contributions (9500.050000.000)	Employer Fringe Benefits	\$ 772,853	\$ 827,293	\$ -	\$ 1,600,146	\$ 798,231	\$ 916,925	\$ -	\$ 1,715,156	
Totals		\$ 3,716,525	\$ 11,217,762	\$ -	\$ 14,934,287	\$ 3,799,029	\$ 11,784,218	\$ -	\$ 15,583,247	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	