

APPENDIX I: SUMMARY OF RECOMMENDATIONS

ORGANIZATIONAL STRUCTURE

1. The MAP Commission recommends at a minimum restructuring the Executive Branch from the nine existing constitutional offices to six constitutional offices.
2. The commission also recommends fourteen cabinet departments and clusters reporting directly to the governor.
3. The Office of the Secretary of State, through a constitutional amendment, should be eliminated and the responsibilities should be blended into the Department of Revenue.
4. A constitutional amendment should be proposed that would change the position of the Adjutant General from an elected office to an appointed office. The cabinet secretary should be appointed by the governor, with the advice and consent of the Senate.
5. State law should be amended to authorize a single cabinet secretary (Secretary of Health and Human Services), appointed by the governor with the advice and consent of the Senate, to oversee all health and human services agencies.
6. Create the Division of Senior Services reporting to the Cabinet Secretary of Health and Human Services.
7. Under the Secretary of Health and Human Services, the divisions should be aligned so that their community structures better serve their clients. The goal is for families and communities to become partners in the delivery of health and human services and to improve planning at the local level, improve communication across agencies and provide clearer, if not seamless, points of entry into the agencies.
8. Rename the existing Department of Health and Human Services as the Department of Healthcare Finance (DHF) and establish it as a department reporting to the newly created cabinet secretary for the health and human services agencies. The newly created Department of Health Finance essentially becomes the state Medicaid agency.
9. The Child Development Block Grant and the Social Services Block Grant functions should be moved to Department of Social Services.
10. The following two alternate courses of action should be further explored:
 - A. Create the Division of Substance Abuse and Addiction Services reporting to the Secretary of Health and Human Services.

-OR-

B. Consolidate the Department of Alcohol and Other Drug Abuse Services and the inpatient addiction treatment services of the Vocational Rehabilitation Department within the Department of Mental Health. Vocational Rehabilitation should purchase required services from the Department of Mental Health.

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11. A constitutional amendment should be proposed that would change the position of the State Superintendent from an elected office to an appointed office. The cabinet secretary should be appointed by the governor, with the advice and consent of the Senate.
12. The three “resource” schools should come under the State Superintendent of Education. This will facilitate the elimination of administrative costs and reduce the cost of serving students. This will also encourage the Department of Education and local school districts to make parents aware the schools are available.
13. If the utilization of the John de la Howe School cannot be substantially increased, consideration should be given to merge its students into the Wil Lou Gray Opportunity School.
14. The General Assembly should pass legislation to designate the John de la Howe School as the alternative sentencing option for Family Courts for non-violent offenders, including truants, and to give first priority for admission to the school for students sent by the Family Courts.
15. The Forestry Commission should manage and sell timber on the forested portions of the John de la Howe land, and money resulting from such sales should be placed in the General Fund.
16. A review should be made of the employees who are provided houses free-of-charge to live in while employed at the John de la Howe School. At present, each person provided an on-campus house pays only a partial cost of electricity.
17. The Education Oversight Committee and the Legislative Audit Council should review all existing legislation and regulations and recommend cohesive strategic legislation.
18. A legislative mandate is needed to ensure high teachers, college instructors, and business organizations collaborate on a plan that will allow graduating high school students’ proficiency to meet expectations of the colleges and universities as well as the business community. A formal plan complete with minimum expectations should be established.
19. In an effort to have an adequate and efficient distribution of funds for all schools statewide, there should be some consolidation of the state’s 85 school districts. The General Assembly should initiate legislation that defines appropriate criteria and timelines for the consolidation of school districts.
20. S.C. ETV should become part of the Public Education cluster.
21. All local school board members should receive appropriate training related to their position.
22. The Division of Chief Information Officer in the Budget and Control Board should be transferred to the governor’s office and the position of the Chief Information Officer should be appointed by the governor.
23. The Department of Consumer Affairs, Department of Labor, Licensing and Regulation, and the Human Affairs Commission should be clustered reporting to a cabinet secretary appointed by the governor with the advice and consent of the Senate. Our recommendation implies a common administrative organization but not a consolidation of the agencies at this time.
24. Eliminate the Second Injury Fund and fold any residual functions into the Department of Insurance Cluster.
25. In order to make insurance-providing programs more accountable to their own customers and the citizens of South Carolina, give the Department of Insurance oversight of the rates they charge.
26. The Department of Insurance should become a self-funded agency through fees charged to the insurance industry.
27. Create an Insurance Fraud Division within the DOI. Estimates are that 30% of worker’s compensation claims and medical claims are fraudulent. It is estimated that the number of

- fraudulent claims can be reduced to 5%. Also give the DOI oversight of the rates charged by the State Accident Fund, the Insurance Reserve Fund, and the State Employment Insurance Program.
28. Commission a study to quantify the benefits of bringing the Workers' Compensation Commission into the Insurance Cluster.
 29. Create the Department of Administration Cluster (DA) to provide services to other agencies within state government. The DA is a cabinet level department with the director appointed by the governor with the advice and consent of the Senate.
 30. The General Services Division, Insurance Reserve Fund, Office of Human Resources, Retirement Division, State Employee Insurance Programs, and Procurement Services Division should be transferred from the Budget and Control Board to the Department of Administration.
 31. Establish a new division for Facilities and Capital Asset Management as part of the Department of Administration.
 32. Establish a new division for Transportation Services Management.
 33. The State Accident Fund (SAF) should be included in the Department of Administration Cluster and managed with the Insurance Reserve Fund.
 34. Patient's Compensation Fund (PCF) should be folded into the Administration Cluster and eliminated, if and when serious tort reform is enacted.
 35. The Jobs-Economic Development Authority should be moved to the Department of Commerce.
 36. The Natural Resources cluster should be a cabinet level department headed by a secretary appointed by the governor with the advice and consent of the Senate.
 37. The existing Department of Public Safety, State Law Enforcement Division, Department of Corrections, Department of Probation, Parole and Pardon Services, and the Department of Juvenile Justice should be moved to the newly created Public Safety Cluster. The newly created Public Safety Cluster is a cabinet level department with the secretary appointed by the governor with the advice and consent of the Senate. We are not recommending merging these agencies at this time, other than the Department of Corrections and the Department of Probation, Parole, and Pardon (see forthcoming recommendation), but rather placing them under a single point of accountability with a consolidated administrative function. The Criminal Justice Academy should either report directly to the cabinet secretary or to SLED with the director of the CJA appointed by the governor.
 38. The Public Safety Cluster should continue and expand its collaboration and coordination efforts between the Department of Natural Resources and the Department of Health and Environmental Control in the areas of drug enforcement and anti-terrorism.
 39. The current system of collecting and disbursing court fees and assessments should be streamlined, simplified and unified.
 40. Legislation should be developed that would remove non-violent offenders, or some identifiable group of non-violent offenders, from the jurisdiction of the Adult Parole Board. The legislation would authorize SCDC to make release determinations on these offenders.
 41. All "wilderness" programs that target at-risk youths within the Adjutant General's Office, John de la Howe School, Wil Lou Gray Opportunity School and those at the Department of Juvenile Justice should be administered by the Department of Juvenile Justice.
 42. Exceptions to certain formulas should be made for the unique school districts operated by DJJ and the South Carolina Department of Corrections.
 43. The subsidy to counties for use of juvenile detention facilities should be further explored as to its desired intent and purpose.

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44. The Department of Agriculture should check a representative sample of fuel dispensers, weighing and measuring devices instead of checking all devices.
45. The Department of Agriculture should be granted authority to levy fines in cases of abuse. The Department of Revenue should be responsible for the collection of these fines and should retain an appropriate percentage to cover the cost of collecting these fines. The Department of Agriculture should also receive an appropriate percentage of all fines collected. The balance of fines collected should be deposited into the General Fund.
46. Agencies that provide employment related services should be clustered reporting to a cabinet level secretary appointed by the governor with the advice and consent of the Senate.
47. Consider consolidating the administrative functions of the agencies in the Culture Cluster.

BUDGETING, FINANCE AND ACCOUNTING

1. Expand the discussion of the logic underlying the forecasting methodologies of the Board of Economic Advisors (BEA).
2. General Assembly to approve BEA forecasting methodology.
3. Appointing authorities should agree upon and provide BEA members with appropriate written guidelines.
4. Convene monthly BEA meetings to review revenues relative to the certified estimate.
5. Eliminate certifying revenues “on the fly.”
6. Increase the Capital Reserve Fund from 2% to 3% incrementally over four years.
7. Enact more rational and focused spending limitations based on a combination of growth in the state’s population and growth in the CPI.
8. Discontinue the practice of funding recurring expenses with non-recurring revenues.
9. Prohibit gubernatorial line-item vetoes that cause a net increase in authorized appropriations over projected revenues.
10. Implement a statewide capital budgeting process.
11. Establish a state Capital Budgeting Authority.
12. Institute a performance-based budget system.
13. Make deposits of state revenues expeditiously and disburse monies at appropriate times to maximize investment earnings.
14. Manage agency surpluses more effectively and timely.
15. Create two classes of appropriations: Class A and Class B.
16. Eliminate the mismatch in revenues and expenditures resulting from using the “13th Month” of selected revenues.

INFORMATION TECHNOLOGY

1. Create a vision and strategy for customer service management to be efficiently implemented. Measurement of satisfaction is a must. The cost of the US postal service, phone, or personal interaction far exceeds the cost of delivering customer service electronically, so the state should focus on delivering the predominance of this service through the web.

2. Design and build a single web portal that offers aggregated information about the state – benefits, government and attractions - using standardized templates, content management and Customer Relationship Management (CRM) systems. All agencies must participate in the top-level organization and adopt a common “SC” look and feel.
3. Create a statewide, managed intranet that meets privacy and security needs through which the state’s internal customers - employees - can access key information including human resources, retirement, schedules and forms.
4. Create a state clearinghouse – Citizen One-Stop – using a combination of knowledgeable people and workflow software to handle citizen queries and complaints. Working in conjunction with the governor’s existing Ombudsman’s Office, Citizen One-Stop offers citizens a single point of entry or pipeline into government that can increase access, reduce citizen frustration and increase accountability. Inquiries into a single shared database would follow an electronic workflow process with inquiries assigned to a single agency for response. System reporting capabilities would enable managers to track response times and increase accountability for satisfactory completion. This same centralized data can be mined for opportunities to realign resources and decrease overtime with needs.
5. Complete implementation of Business One Stop (BOS) project, to reduce time and expense for small businesses to complete initial paperwork when they enter business.
6. All IT planning, standard-establishment and policy setting should be centralized. Identify and consolidate common business objectives and the applications required to serve those objectives so the state can take advantage of economies of scale. Focus on fewer and more standardized platforms and applications.
7. All agencies must participate in a statewide inventory of existing hardware, operating systems and software/applications. This inventory should be automated with commercially available software.
8. Complete development of an Enterprise System Architecture. The purpose of such architecture is to provide a context of how technology is utilized within the enterprise and a road map for continual improvement/modification in the future.
9. The governor and an interim council of his creation should place a temporary hold on further development of approved or proposed IT initiatives that are or could be viewed as having multi-agency applicability until a permanent governance structure is in place. The office of the Interim CIO should provide a list of those projects put on hold.
10. The business case review of any new applications must include an analysis of “business readiness.” This review will demand that relevant agency business processes are efficient to maximize the ROI for citizens.
11. The state should not be in the software development business. Application systems should be acquired utilizing a development/maintenance strategy.
12. Planning and budgeting processes will consider the life cycle of hardware and software so appropriate cyclical refreshment programs and budget priorities are implemented.
13. Procurement and Information Technology Planning should be appropriately funded by the legislature. If appropriate resources are not made available through legislative appropriation, the procurement office may self-fund through fees for services rendered. No fee greater than the minimum required to fund the CIO’s budget for procurement services should be retained and all fees should be open to the State’s Chief Budget Officer and the public. Any fees collected for services greater than that required for the tight operational budget of the CIO’s office should be used to reduce charges to agencies in the subsequent year. A grievance process should be established to allow any agency that finds like services at a substantially different price than those furnished through the CIO’s office to present their case and recommend action.

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14. Procurement regulations must be changed to increase competition and access.
15. Information Technology procurement should reside within the Office of the CIO, as the CIO is better positioned to understand how technology applies to business objectives for a single agency or across multiple agencies.

HUMAN RESOURCES

1. Include the senior human resources person in the agency as a regular participant in the leadership activities of the agency (have a seat at the leadership table).
2. Initiate a statewide human resources strategic planning process.
3. Create a high-level function within the governor's office to reinforce agency accountability reports. The office should assess the reports for their completeness and use of evidence-based analysis. The office should prepare a report providing comparative assessments of agency against agency, progress from previous years, and comparison to national standards.
4. Charge OHR with specific authority for HR consultation, systems development, and support to agencies.
5. Hold agency heads and their leadership teams accountable for contributions to achieving the state's human resources goals and Corporate Vision, selection of quality candidates for open positions, managing performance and compensation, retaining high performers and separating ineffective performers, identifying and developing employees for leadership positions and employee participation in required training.
6. Charge OHR with studying the fiscal impact of high turnover in low -pay entry positions, such as correctional officers, to determine if higher pay scales would improve recruitment and retention costs.
7. Make the applicant process more "customer friendly" for the end user by using a simplified universal application form that is easy to complete and maximizes the use of the Internet.
8. Publicize vacancies through multiple points of access throughout the state.
9. Evaluate creating internship programs as a recruitment source for selected positions.
10. Assess the viability of centralizing or outsourcing the recruitment function while maintaining the hiring function at the agency level. Implementing such a plan will eliminate duplication of data and increase cost savings as well as enhance the ability to share applicant data between agencies.
11. Establish an agency Recruiters Council to share learning and group recruitment efforts among like agencies.
12. Encourage revision of the application of the Exemption from the Grievance Act Proviso to include only agency directors, their chiefs of staff and their deputies. (Note: This does not affect at-will employees under the 1993 Restructuring Act)
13. Implement clearly defined public service career paths.
14. Encourage the use of retention tools that are currently in place but are often not effectively utilized and require agency heads to report on their retention efforts in the annual accountability report.
15. Create a statewide competencies/skills assessment center with the capability to assess the skills and competencies of individuals and to assist agencies in assessing their competency needs. Assessment results would provide agency/employee (or potential employee) profiles to be shared across state agencies by creating a database of skill/competency sets available in the current/potential labor pool.
16. Establish a Senior Executive Service (SES).

17. Strengthen the screening process which requires confirmation by the S.C. Senate of all agency director positions appointed by the governor for the purposes of determining qualifications for appointees.
18. Require agencies to develop an Individual Employee Development Plan for each employee which is linked to the annual Employee Performance Management System (EPMS). This consolidated document will result in a streamlining of processes, and should include clear and measurable performance standards (quantitatively where possible) with direct correlation to the agency mission.
19. Utilize training as a performance development tool.
20. Create and require the use of assessment centers to identify high performers for leadership positions.
21. Require agencies to include performance evaluation measures and performance development program in accountability report.
22. Charge OHR with developing and implementing a mandatory performance driven, career-path training program. The path would include developmental programs for points in a career when there is a significant expansion in responsibilities and an important change in knowledge, skill or practice.
23. Utilize the SATC as an advisory mechanism to create the statewide training plan and develop standardized statewide core curricula.
24. Fund career path and core curriculum training as a line item in the State budget. Charge OHR with the responsibility to work with agencies to identify eligible participants and to provide training at no additional cost to agencies.
25. Determine the most effective and efficient manner to deliver career path and core curriculum training either at the agency level or through centralized sources. Utilize the SATC membership to develop a pool of qualified trainers. Evaluate the benefits of outsourcing the delivery of training to state higher education institutions or other sources.
26. Fully utilize technology to deliver training in order to reduce costs and standardize content/delivery.
27. Centralize administration of employee data and training investment management.
28. Charge OHR with developing and implementing an outcomes measurement system that would allow for determination of the return on investment (ROI) in training.
29. Create a developmental program for human resources professionals.
30. Allow, in so far as possible, state leadership to give agency management an opportunity to explain significant policy decisions to employees before release of information to the media and general public.
31. Train all state management personnel on how to best gain employee awareness, understanding, acceptance and commitment by interchanging thoughts, openness, information, data and facts through shared processes.
32. Require agencies to develop and use a written communications plan incorporating multiple communication channels to reach a maximum number of employees with timely, credible and comprehensive information.
33. Require agencies to develop and train supervisors to use feedback sources such as management by walking around (MBWA), open door practices, regular supervisor meetings, small group employee meetings, a telephone "Info/Hot Line" and anonymous feedback mechanisms such as "Q & A", or "Suggestion Box" and/or a link to an agency intranet site.
34. Continue the BearingPoint project as outlined in the South Carolina Information System Business Case Study prepared by the contractor in February 2003. The estimated costs, savings and statewide

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5-year phased implementation plan are detailed in the report that is available in the Office of Human Resources. The HR and Payroll components savings is estimated to be approximately \$20 million annually when implementation is completed.

35. Urge the General Assembly to mandate participation by all state government agencies as opposed to the optional participation language contained in H.3749 and to establish a separate line item budget each fiscal year to centrally fund the total project as opposed to requiring each agency to pay for implementation from within the individual agency's budget as described in H.3749.
36. Assign implementation and oversight responsibility for the HR and Payroll components of the project jointly to the Comptroller General's Office and the Office of Human Resources. OHR must be the office maintaining comprehensive human resources information for every state employee.
37. Develop an RFP, through an independent actuarial company, to solicit bids on the fully insured group Medicare Supplement program from private insurers and from the Department of Insurance for the State of South Carolina for retirees age 65 and over who receive health benefits from the State Health Plan.
38. Repeal the TERI program to be effective upon the governor's signature, create a process to administer the program for then existing TERI participants, and amend the SCRS statutes to conform to the recent amendments in Act #4879 of 2001-02 made to the Police Officers Retirement System (PORS) statutes.

TRANSPORTATION

1. Create a new state Transportation Services Management Office under the Budget & Control Board or the governor's Office.
2. SCDOT should analyze and then develop innovative ways to fund future projects
3. Restructure some specific job functions by staffing SCDOT with experienced project managers and construction managers to manage and control projects and to develop a plan to gradually eliminate in-house design, surveying, construction inspection and testing forces.
4. Reduce the fees paid to engineering and surveying firms.
5. Consider having a panel knowledgeable in the industry, but with no financial interest, to negotiate large or special design contracts.
6. Continue to recruit and train surveyors and civil engineering firms of all sizes within South Carolina to produce plans and specifications to SCDOT and Federal Highway Administration standards.
7. Develop standardized prototype specifications for each roadway and bridge type to simplify design, construction and inspection.
8. When practical, separate construction projects into two or three bid packages and directly manage all construction projects.
9. Document the maintenance activities presently performed and determine which could be privatized.
10. Clearly define the SCDOT role for "Safety."
11. Be more open and accountable in the methods of funding projects.
12. More fully evaluate the expense side of SCDOT.
13. Examine projects on a "cost/benefit/safety ratio" basis.
14. Identify interested surveying and civil engineering firms resident in South Carolina and initiate a training program to qualify firms for SCDOT work. This would include minority and small businesses in an effort to spread the work. SCDOT should also identify interested construction

testing and maintenance companies in South Carolina and initiate a training program to qualify companies for SCDOT work.

15. The Department of Education should continue to provide consultation and training to district personnel responsible for the drivers and routes. The transportation management curriculum developed by SCDOE and SC State University should be made available to all district transportation coordinators.
16. Computerized routing and scheduling systems should be evaluated to help streamline the processes.
17. Transfer the student transportation program from Department of Education to the new Transportation Services Management Office charged solely with transportation.
18. Fund a recurring fifteen-year replacement schedule in the annual Appropriations Act. This replacement schedule of 375 new buses annually would increase safety for the students and decrease the cost of maintenance. In each of the next five years, 500 buses should be procured to catch up to the 15-year schedule / 250,000 mile replacement schedule.
19. The Department of Education should prepare an RFP for operation of the statewide bus system by a private company or companies and should prepare an RFP for a couple of regions within the state, to include one urban area packaged with several rural counties as a test case.
20. Recommend that the state fully bear the costs of transporting students as currently provided in Section 59-67-420 of the SC Code of Laws, seeking from the federal government full funding for unfunded mandates such as No Child Left Behind, English as a Second Language and magnet schools.
21. All the laws, rules and regulations pertaining to school transportation be examined and updated to reflect current programs and needs.
22. Consideration should be given to block grant funding for school districts to eliminate the costly shifting and charging of funds back and forth between the state and local districts.
23. Creation of a "Human Services Transportation Management Office" under the new Transportation Services Management Office. The funds, personnel and equipment for client transportation in the different agencies should be transferred to the new Transportation Services Management Office.
24. Each of the agencies or programs currently involved in client transportation appoint a member to a Statewide Transportation Coordination advisory body.
25. Each "service" area should have a Coordinated Public Transportation Advisory Board to oversee, support and ensure conformance with the Service Plan.
26. Governor should direct his Cabinet agencies the Departments of Health and Human Services and Social Services to transfer their client transportation programs to the new Human Services Transportation Management Office.
27. The 1/8 '00 Hawker ownership could be replaced with a 1/16 fractional ownership which would save approximately \$200,000 in annual operating costs plus a one time \$700,000 capital return.
28. In Columbia, the State's '90 King Air 350 would be retained and the two '70's vintage aircraft at USC could be replaced with a '95 King Air B200.
29. At Clemson, the two '70 vintage Turbo Commanders could be traded in for a '93 King Air C90-B at an expected even trade with a reduction of about \$300,000 per year in operating costs.
30. The '83 King Air C-90-1 at MSUC in Charleston would continue.
31. Recommend centralized maintenance of aircraft at Aeronautics maintenance facility at Columbia airport.

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32. Consolidate the four helicopters at SLED since they are all quick-response law enforcement missions.
33. Consolidate the fixed wing aircraft of SLED, Forestry and Natural Resources under the Aeronautics Commission.
34. The airport maintenance program, equipment and personnel be transferred to the SC Department of Transportation. The SCDOT has the equipment and personnel to take over this program. Mowing along the roadside and runway are very similar. However, safety training needs to be provided for employees working around airplanes. Airport support, which is generally development, maintenance or upgrading of airport facilities, should remain a function of Aeronautics because it is technical and safety related.
35. State Fleet Management (SFM) should assume responsibility for managing the State Fleet of cars, vans, light trucks and other vehicles up to one-ton capacity.
36. SFM lease rates be structured to include a flat rate common to all vehicle classes that would cover only insurance and fixed overhead costs, and a two tiered mileage rate tied to projected life cycle.
37. Recommend that fuel not be included in the mileage rate but billed as a separate line item pass-through cost to the end users.
38. Recommend that SFM statewide regulatory costs be recovered through a surcharge on the fuel purchases rather than recovered through lease rates.
39. Individual agencies, upon concurrence by the State Fleet Manager, should retain responsibility for managing fleets of generally large (over one ton), agency specific vehicles such as SCDOE's school buses and SCDOT's highway equipment, and Federally funded vehicles.
40. SFM should continue to provide a central motor pool in Columbia and at other locations where cost effective.
41. Require Agency Heads to justify to the governor and/or their boards the permanent assignment of all vehicles based on the annual "Break Even Analysis" prepared by SFM.
42. SFM should use the State Treasurer's Master Lease Program to finance the interim transition of state vehicles into the SFM Fleet.
43. Detailed analysis be performed to verify findings that there are cost effective investment opportunities to consolidate maintenance shops and, where justified, that shops be consolidated.
44. It is recommended that most of the 12 maintenance shops (excluding SCDOT & SCDOE) in the Columbia area be replaced over time by three or four large shops built in strategic locations (Shop Road, Bull Street, Broad River, and State Park if it is developed as a state health campus).
45. As has been previously recommended, SCDOT and SCDOE should consolidate their district and county shops over time as the existing shops are replaced. The new consolidated shops should also perform maintenance for other state, county and city vehicles in the area. The proceeds from the sale of the SCDOT and SCDOE sites in each county should be used to buy the land and construct the consolidated facility.
46. State Fleet Management should continue to expand its Commercial Vendor Repair Program, and include local governments.
47. All of the Department of Education school bus maintenance shops should immediately come under the State Fleet Management Shop Accreditation Program.
48. Create a centralized state travel office, utilizing existing state resources, within the Transportation Management Office.

FACILITIES AND CAPITAL ASSET MANAGEMENT

1. As advocated by Governor Sanford, form a Department of Administration (DOA) responsible for the acquisition, disposal and management of all state-owned or state-occupied real property, except for universities and enterprise agencies. Proceeds from the sale of property would be received into a central real property account within DOA.
2. The ownership and record of state-owned and occupied real property will be handled by the DOA.
3. Eliminate the current (CPIP) requirement to obtain appropriations on all major maintenance projects and establish a separate maintenance budget that would be based on best commercial practice and benchmark costs per square foot.
4. So strong is our belief in the potential savings resulting from central ownership authority, we advise that all leasing and procurement activities of the state be held in abeyance until the above recommendations have been successfully implemented.
5. One of the first orders of business for the new DOA (or perhaps for the governor via Executive Order) should be a thorough analysis of state owned/occupied facilities by an independent consultant and a real estate firm with demonstrated expertise in dealing with large portfolios.
6. As a corollary to the previous recommendation, the selected independent firm retained by the state should include in its evaluation and analysis both the leasing as well as ownership elements as recited above, in conjunction with the GSD.
7. Target additional rate changes for camping and lodging based on demand and occupancy levels of the operations.
8. The Park Service, in conjunction with an external marketing firm, should develop a comprehensive marketing program.
9. The DOA, in conjunction with various agencies and the private sector, should institute sustainable growth management of mature forests in order for the forests to become financially self-sustaining.

PROCUREMENT

1. Increase the centralization of core procurement functions.
2. Develop a business management oversight and coordination process within state procurement to evaluate the need for specifications in large-scale solicitations by state agencies with the possibility of linking them to satisfy other agency or statewide requirements.
3. Develop a statewide electronic purchasing and financial accounting system that includes standardized commodity and service code sets.
4. Expand and improve the procurement information system. Minimize the processing complexities for purchases less than \$25,000.
5. Allow state agencies more flexibility in the disposition of unspent appropriations and carry forward at the close of a fiscal year.
6. Create a standardized confidential questions and reporting system.
7. Maximize the expenditure of procurement dollars in-state where feasible.
8. Establish a new definition and requirements for being listed in a state procurement database as an "in-state" vendor
9. The state should consider "best value" evaluations of state-wide term contracts for commodities and services to favor in-state businesses where practical

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10. Review and revise the existing exemptions in the procurement code.
11. Maximize the expenditure of procurement dollars with in-state small business vendors where feasible.
12. Establish a clear definition and requirements for being listed in the state procurement database as an “in-state small business” vendor.
13. The state should consider “best value” evaluations of state-wide term contracts for commodities and services to encourage increased consideration for in-state small businesses.
14. Encourage local small business vendors to bid on larger contracts.
15. Encourage the development of “incubator” business sectors. The Board of Economic Advisors, in cooperation with the Department of Commerce and state research universities, should determine which industries and sectors are to be labeled as incubators for development within the state.

PUBLIC SAFETY

1. Explore a consolidated procurement system for all state law enforcement agencies.
2. Consolidate projects and centralize project management.
3. Establish a centralized communications system.
4. Establish common policies, procedures and standards for communications equipment for all state law enforcement agencies and use a consolidated procurement for communications equipment. This will enable agencies to operate on like equipment, and thereby enable interoperability.
5. Review of all agency vehicle utilization and determine type and number of vehicles vital to the agency’s public safety mission.
6. Utilize a consolidated leasing and purchasing program to enable the state to take advantage of price breaks on vehicles purchases and leases.
7. Consolidate all law enforcement vehicle maintenance and service facilities. This could enable agencies to pool resources and eliminate costly and duplicative maintenance facilities and service.
8. Consolidation and establishment of a centralized law enforcement data warehouse coupled with universal data base standards could enable real time access and protection of vital data to all users in the criminal justice process from arrest to parole.
9. Establish comprehensive processes and procedures to promote information sharing.

DEPARTMENT OF SOCIAL SERVICES

1. Structurally reorganize DSS by consolidating all administrative services along functional lines under a single Deputy Director and all operational, policy and program services under a single Deputy Director. Reorganize field operations to regionalize indirect services and retain direct services at the county (point of service) level.
2. Move daycare licensing to another Agency—perhaps DHEC, which has complementary regulatory functions.
3. Purchase and install an integrated Administration system.
4. Take steps to increase likelihood of success in completing the Child Support Enforcement System (CSES).

5. In concert with a fully empowered CIO, develop an overall architecture that will permit migration of all Social Service programs to an integrated system. Use either CSES or CAPSS as the lead system under this revised architecture.
6. Consider developing a coalition of small states to develop an integrated system that supports all social service programs distributing federal funds.
7. Build the interfaces between systems within DSS. Work with other agencies involved to develop similar interfaces.
8. Evaluate the use of laptops or other form of mobile computing compatible with DSS applications systems for caseworkers in the field, to include a cost/benefit of this use of technology.
9. Establish a formal strategic planning and budgeting process.
10. Institute a quality assurance program that provides both statistical and qualitative analysis of program efficiency and assistance in data driven policy and operational decision-making.
11. Develop and implement a single application process for all DSS services. Currently, an application process, requiring significant staff time, must take place with each new service a client receives. Note: Recommendation addressed in Information Technology Section. This would dramatically improve client satisfaction.
12. Provide caseworker laptops for casework documentation.
13. Devote greater effort to client education. Heavy paperwork loads prevent caseworkers from devoting adequate time on Independence Planning with clients. Addressing item 2 will provide resources (time) to address item 3.
14. Improve client communications through small improvements. Pursue documentation update management by mail. Develop large posters and brochures on documentation requirements for each service to avoid unnecessary repeat visits to caseworker.
15. The Agency should begin planning over the next few years, in the event supplemental TANF funds do not become available, to redirect TANF funding in a way that moves more resources directly to constituents and positively affects quality of life in South Carolina.
16. Implement a transition or change management model similar to the one undertaken in the SC Department of Commerce.