AGENCY NAME:	Department of Administration		
AGENCY CODE:	D500	SECTION:	93

Fiscal Year 2018–2019
Accountability Report

SUBMISSION FORM

AGENCY MISSION	Lead to identify efficiencies. Collaborate to provide services to enhance security and trust. Innovate to increase effectiveness.

AGENCY VISION	Lead. Collaborate. Innovate.

Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

	Yes	No
RESTRUCTURING RECOMMENDATIONS:	☐	☒

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-30.

	Yes	No
REPORT SUBMISSION COMPLIANCE:	☒	☐

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

	Yes	No
RECORDS MANAGEMENT COMPLIANCE:	☒	☐

Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

	Yes	No
REGULATION REVIEW:	☒	☐

Please identify your agency's preferred contacts for this year's accountability report.

|	Name	Phone	Email
PRIMARY CONTACT:	Marcia S. Adams	803-734-8120	Marcia.Adams@admin.sc.gov
SECONDARY CONTACT:	Sally F. Foster	803-737-1810	Sally.Foster@admin.sc.gov

I have reviewed and approved the enclosed FY 2018–2019 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR **(SIGN AND DATE):**	*Marcia S. Adams* 9/19/19
(TYPE/PRINT NAME):	Marcia S. Adams

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

ORGANIZATION — The South Carolina Department of Administration (Admin) is the central administrative agency for South Carolina state government. Marcia S. Adams serves as the Executive Director of Admin. As a Cabinet agency, Admin works closely with the office of Governor Henry McMaster.

South Carolina Department of Administration's Organizational Chart
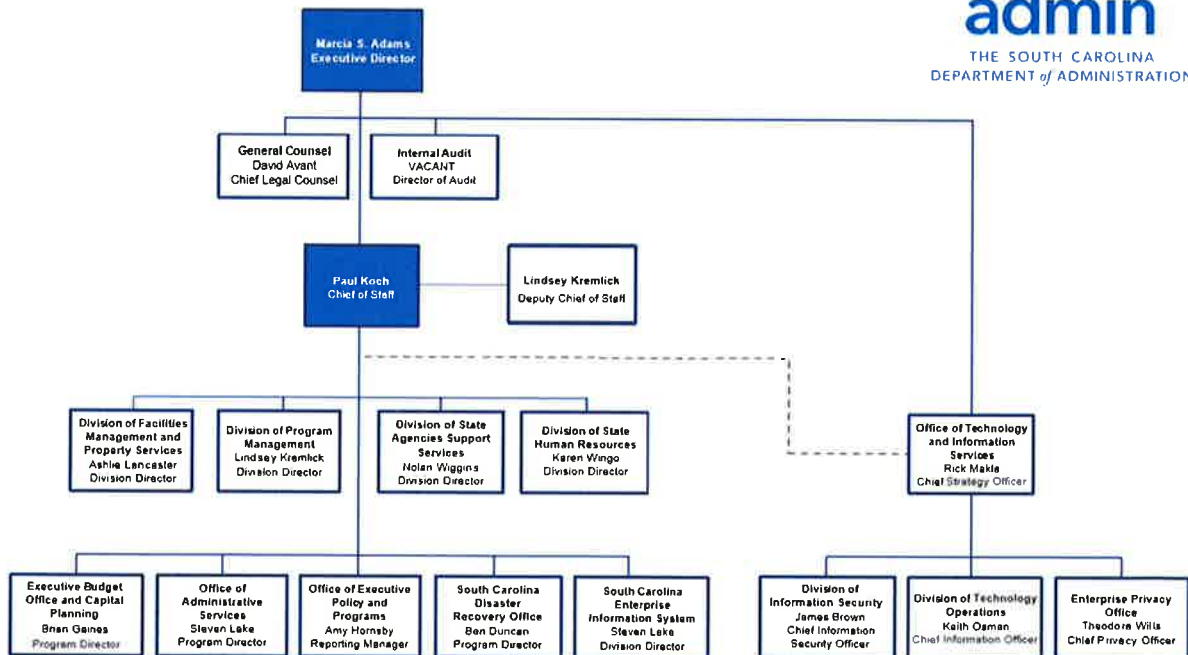
Revised September 2019

AGENCY'S DISCUSSION AND ANALYSIS

2018–2019 ACCOMPLISHMENTS AND MILESTONES

This year, Admin continued its focus of collaboration to achieve efficiencies and enhance security across the state. Admin also made extensive strides expanding shared services, establishing benchmarking processes, improving service delivery standards, and enhancing statewide training.

Expand Shared Services and Enterprise Approach to State Services — Part of Admin's FY 2018–2019 mission was to collaborate with other state agencies to expand shared service offerings and implement an enterprise approach to state government services. Admin:

- Leveraged the state's buying power to renegotiate more cost-effective internet and agency network contracts to reduce network costs for state agencies and to establish the Statewide Variable Print and Mail Services contract. Combined these efforts produced **$870,000 in savings for participating agencies. The Variable Print and Mail contract will provide the state a cost avoidance of more than $1 million a year.**
- Established shared services contracts for IT professional services, server management, data center administration, cloud administration and help desk functionality, which allow agencies to realize the benefits of using qualified vendors at reduced costs for the defined services.
- Migrated five additional agencies to the state's shared data center, which offers a more cost effective and secure hosting solution. Those agencies include the South Carolina Department of Social Services (DSS), the South Carolina Commission on Higher Education (CHE), the South Carolina Disaster Recovery Office (DRO), the South Carolina Department of Children's Advocacy (DCA), and the Division of Veterans' Affairs (DVA).
- Deployed a statewide disaster recovery solution (DR) and successful contracting efforts for a DR hosting site and DR software during FY19. Admin also continued the data center consolidation effort moving agency server and storage environments into DTO's shared services.
  - Worked with multiple agencies to develop DR plans and to move data into the new DR hosting site. The South Carolina Department of Revenue (DOR) was the first agency to adopt the statewide DR hosting solution, provided through TierPoint, LLC. DOR's core business applications are now protected in the TierPoint facility. DOR expressed satisfaction with the TierPoint service, stating "responsive service and on-time delivery." DOR has also reported that they had found the service more cost effective than their previous DR arrangement.
  - Worked with SCDC, SCDNR and SCDPS to begin the approval process for those agencies to satisfy the requirements of the FBI's Criminal Justice Information Systems (CJIS) security framework, prior to moving their data to the new DR facility. Approval is expected in early FY20, at which time the above agencies will begin populating their environment in the new DR facility.
- Developed a cloud computing infrastructure strategy to more effectively and efficiently provision and manage cloud-based compute and storage resources. Cloud computing is expected to offer many benefits to the state of South Carolina including leveraging economies of scale, commoditizing IT infrastructure, and a pay per-use model. Employing cloud services will allow the state of South Carolina to become more agile and responsive to constituent requests, shift IT resources to tasks that more directly support an agency's mission, adapt to scalability requirements more seamlessly, and enable greater cost transparency. The state of South Carolina is not mandating the adoption of cloud-based computing, instead the state is seeking to provide a unified, secure, cost-effective and state sanctioned solution for agencies who choose to leverage cloud-based infrastructure services. The strategy is published on Admin's website and has been presented to numerous stakeholders.

- Updated the IT Shared Services Catalog to include published rates for several service offerings based on a monthly unit price as seen in the table below.

Service Offering	Monthly Unit Price
Managed Workstation with Remote Support	$69.08
Managed Workstation with On-Site Support	$79.00
Email Services	$10.75
Virtual Server (2 CPU / 4 GB RAM / 80 GB DISK)	$145.00
Server Management	$360.00
SAN Storage, per GB allocated, replicated storage	$0.45
Avamar/DataDomain/DB Backup/Zerto, per source GB	$0.44

- Expanded administrative shared services such as accounting, budgeting, procurement and human resources to state agencies based on individual agency need. This effort **produced a combined total savings of approximately $458,950** for the following 10 agencies:
  - *South Carolina Aeronautics Commission*
  - *South Carolina Commission on Higher Education*
  - *South Carolina Confederate Relic Room and Military Museum*
  - *South Carolina Worker's Compensation Commission*
  - *Governor's Executive Control of State*
  - *Governor's Mansion and Grounds*
  - *South Carolina Commission on Minority Affairs*
  - *South Carolina Public Service Commission*
  - *South Carolina Department of Children's Advocacy*
  - *South Carolina Department of Veterans' Affairs*

Establish Benchmarking Processes — Admin promoted transparency and accountability by establishing benchmark processes in FY 2018-19 to more effectively manage the state's resources. To achieve this, Admin:
- Partnered with Gartner to begin benchmarking the state's IT expenses to compare those expenses and rates against industry rates for like services. The ongoing process, which includes baselining Division of Technology Operations (DTO) costs with government and commercial sector peers, involves examining three core services to adjust rates accordingly for Admin's customers. The study's completion is expected during the first half of FY 2019-20.
- Collaborated with an auditing firm to benchmark the state's current rate structure for electricity based on available rate structures. The process identified the potential for the state to **save up to $30,000 annually** through utilizing a different rate structure for its current electricity usage rates and demand-side management. Plans are being developed for adoption of the new rate structure during FY 2019-20. Benchmarking will also continue with an examination of how to further manage the state's demand to achieve additional savings and an examination of water and sewage rates.
- Completed Phase 3 of standardizing rental rates paid by state agencies in Admin controlled facilities and communicated changes to tenants and stakeholders.
- Developed a Transportation Cost Model this year and conducted meetings with agencies to review fleet data and annual transportation expenditures. The data was provided to encourage agencies to achieve greater efficiencies and cost savings while providing their employees with the appropriate transportation options. To

better identify saving opportunities, State Fleet also worked the State Fiscal Accountability Authority's (SFAA) Materials Management Office (MMO) to develop a qualified products list, and conducted a pilot program to determine the capabilities and functionality of various fleet telematics products, which help track vehicle operational and maintenance data. A draft solicitation for a statewide contract was completed and submitted to MMO with the intent to have a contract(s) in place in the next fiscal year. State Fleet plans to install telematics devices on all of its Lease Fleet vehicles in FY 2019-20.

Improve Service Delivery Standards — To streamline IT service delivery methods through implementing or improving agency applications, Admin:

- Addressed state agencies' long-standing desire to use automation to input IT service and incident requests and track the progress through the creation and implementation of the ServiceNow Self-Service capability. Previous ticketing systems simply did not support that functionality. Through automation, the system now allows agencies to submit new IT requests online through a simple interface, report any IT issue without having to call or email the DTO service desk, check the status of any open tickets across the agency, view the history of any ticket, download information related to past agency incidents, see announcements about major incidents and outages while they are in progress, and use quick links to reset passwords. Admin piloted the system with five agencies during FY 2019–20.
- Developed the IT Data Collection and Planning System. This web-based tool, which replaced the previous spreadsheet-based system, allows agencies to quickly and securely enter information as part of the annual IT Data Collection effort. In 2019, the Project Management Office (PMO) implemented 19 system enhancements designed to further streamline the process. These enhancements, the result of agency feedback gathered through the PMO, include a simplified user interface, the addition of data copying features and the introduction of new fields to aid in post-collection data analysis. Discussions regarding future enhancements are underway and are designed to help ensure the continuous improvement. In support of the current IT Data Collection effort, a 114-page training guide was produced and used to train 107 agency participants in the use of the tool. **Agencies submitted 330 IT Planning Applications with a value of $185 million. In addition, 44 IT-related New Budget Requests, with a value of over $131 million, were submitted and reviewed as part of the IT Data Collection effort.**

Enhance Training — Focused on improving internal and external training during FY 2109-20, Admin:
- Identified internal and external/statewide training delivered by all divisions of Admin to develop a training portfolio.
- Coordinated onsite security training courses for IT and Information Security (InfoSec) professionals which covered Cloud Security, Ethical Hacking and Incident Response, Security Control Compliance, and InfoSec Leadership. Upon successful course completion, all 105 participants were provided with a voucher for the respective certification exam. Of the 105 taking part, 89 were unique participants while 16 participants attended more than one course. Training course attendees represented 40 different state agencies.
- Provided relevant training and initiated training plans for staff in the Foster Care Review Board, Guardian ad Litem and Continuum of Care programs to assist in the performance of their duties and responsibilities, prior to their transfer to the South Carolina Department of Children's Advocacy.
- Developed a statewide training course for employees with 1-5 years of state experience to begin to establish a leadership path.
  - Utilized a focus group, which consisted of several agency trainers, to develop a statewide training course that will provide emerging leaders in state government with the knowledge and skills needed to be successful in their careers. The course will cover state government functions, strategic thinking and government processes. The focus group also began identifying instructors and developed a storyboarding process for all eLearning modules. A course pilot will be deployed in the fall of FY20.
- Studied classifications for three occupational groups and implement recommended changes to classifications.

○ Identified and studied the legal, engineering and trades occupational groups. Admin completed the legal occupational group and engineering group studies, and made all necessary updates to SCEIS, NeoGov and the State Human Resources website. Admin also announced the changes to agencies through a memo. Draft changes to the trades classifications are complete and all necessary updates to SCEIS, NeoGov and the State Human Resources website have been approved. The proposed changes were sent to the workgroup of agencies for feedback and upon approval will be communicated to agencies via memo.

The following provides details about other collaborative and standardization efforts, along with information about the accomplishments of all Admin divisions.

The Statewide Strategic Information Technology Plan, Technology Operations, Information Security and Privacy — A major accomplishment in FY 2018–19 was the updating and release of the Statewide Strategic Information Technology Plan and communication of the original plan's successes. Admin developed and deployed the following marketing materials to better familiarize IT Shared Services customers with the updated IT Strategic Plan and the successes experienced by various agencies. To communicate, Admin:

- Delivered a spiral bound book of the strategic plan to every state agency director and information technology director.
- Created a high-level overview document of the newly updated plan that provided a snapshot of what the state has accomplished and goals for the next two years.
- Established a specially branded section in the IT Shared Services Quarterly Update to clearly communicate important information related to the plan and shared services.
- Produced a seven-minute video showcasing how IT Shared Services have helped the South Carolina Department of Public Safety provide more reliant and efficient email access for all troopers while in the field, which allows them to share warrants and other information quickly with headquarters and other troopers. The video also highlighted how the South Carolina Department of Consumer Affairs was able to utilize Admin's services to secure a contract for an application that allowed them to cut down the business applications process from 60 to 30 days.
- Provided presentations on the plan to governance groups, at IT-specific conferences and for each agency head leadership meeting.

To improve the security of the state's technology systems and business processes to protect citizens' data, the Office of Technology and Information Services (OTIS):

- Developed a Statewide IT Security Assessment Program.
  - In coordination with vendor partners and with two pilot agencies (Admin and the Department of Aging), Admin created a framework agnostic Information Security Audit and Assessment Approach and Procedure Guide. This guide has been crafted to be readily consumable across agencies of varying size, capability and mission requirements. To vet the processes developed through this effort, DIS successfully piloted the procedural components of the guide to ensure all components of the process were tested and verified within both large and small agency technology environments. The lessons learned are currently being integrated to Phase II of this effort for finalization in FY 2019-20.
  - In coordination with vendor partners and subject area experts, Admin evaluated current industry standard information security frameworks as part of an effort to ensure framework alignment to the needs of the state InfoSec program. This effort culminated in a recommendation to transition from the current framework, "SCDIS-200 Information Security and Privacy Standards," to a non-state proprietary framework. Evaluation criteria and project resource material supporting this recommendation have been published to a state managed collaboration platform. The framework recommendation is under review by information security leaders across multiple sectors. The resulting feedback will be essential to finalizing the state's InfoSec framework recommendation for presentation to statewide governance in FY 2019-20 for adoption and implementation planning.

- Improved statewide IT security services and data classification. The effort:
  - Expanded the Security Operations Center's (SOC) system monitoring levels across target agencies, resulting in 16 cabinet and 21 non-cabinet state agencies being monitored at a level of two or higher. This monitoring expansion enhances the state's ability to detect and respond to potential threats to state systems and data.
  - Evaluated industry leading Privileged Access Management (PAM) solutions, to enhance security within state managed information technology. This evaluation was supported by the expertise drawn from the DTO Shared Services Team and the South Carolina Department of Health and Human Services (DHHS). The teams evaluated and piloted PAM technology in test environments to develop recommendations for the potential integration of solutions into current and future statewide infrastructure support strategy. These recommendations were presented to the OTIS leadership team to review and develop an implementation planning effort in FY 2019-20.
  - Developed two data classification training videos to help agencies better understand how to classify their data according to sensitivity levels. One video provides an overview of data classification for the general workforce. The second more detailed video is for persons responsible for completion of data inventory and classification on behalf of the agency.
  - Initiated deployment of a centrally managed web-based Privacy Assessment Tool (PAT), which replaced a paper-based assessment previously used to help evaluate an agency's data flow across business processes. The PAT tool provides role-based access controls, the ability to create an automated workflow, the ability to upload supporting documents, and the ability to document and track findings and mitigation plans. Admin completed PAT deployment and training for 18 agencies. Roll out to additional agencies will continue in FY 2019-20.

Program Management — This year, the Division of Program Management (DPM) developed and implemented the Project Portfolio Management (PPM) tool to meet the needs of three of Admin's divisions. The PPM tool provides a formal framework for tracking, managing, and reporting against Admin's project portfolio, balancing resource capacity against project demands, and linking plans and resources to project execution. In addition, PPM enforces project standards and ensures consistency across divisions. It collects and provides key data elements to support multiple views for reporting of information and metrics via dashboards for awareness and decision making related to portfolio state and health. To date, 98 projects/work efforts have been entered into the PPM tool and 27 projects/work efforts have been completed. Phase 2 will occur in FY 2019-20 and will incorporate the other Admin divisions.

Admin's Agency Management Relationship (ARM) Board and DTO undertook a build-out of the next generation approach for expanding service level capabilities. The ARM team visited with agency customers and identified priorities for service level reporting. The initial effort is being applied to the availability of key services and to the time required to resolve critical incidents among agencies identified as "early adopters." Future services have been identified for expansion. Dashboard mockups have been created to accompany the revised service level agreements used in the baseline. Early adopters include the South Carolina Department of Juvenile Justice, the Office of Regulatory Staff, the South Carolina Department of Probation, Parole, and Pardon Services, and the South Carolina Workers' Compensation Commission.

Admin pursued the goal of developing new information technology and information security architectural standards through the state's established information technology governance group for standards, the Security and Architecture Review Board (SARB) this year. This multi-agency group, led by Admin's DTO, collaboratively develops technology and security standards which apply to all state agencies. This group:
  - Adopted the state-wide electronic mail (email) standard through the full IT governance process. The standard provides agencies with a single cloud-based architecture designed to improve security, eliminate redundant infrastructure and optimize system efficiency.
  - Developed a draft of the Technical Configuration Standards Guide. This guide defines the baseline configuration standards for state information technology systems such as servers, network, end-user computers and other

infrastructure components. The draft guide is currently being reviewed by information security leaders across multiple sectors to ensure its alignment with state agency expectations and adherence to information security guidance and resources.

Communications — Admin Communications developed marketing methods and materials to clearly communicate Admin's mission and strategic plan to all agency employees. The marketing methods and materials included a high-level goal overview desk tent provided to all employees, foam-board posters with high-level goal overviews displayed in the main offices of each division, a new Strategic Goals tab displayed on the intranet, and articles in the agency newsletter highlighted projects associated with the strategic plan.

Admin Communications launched the state's first-ever careers website and statewide recruitment branding, utilizing a statewide media strategy that included hosting a state careers job fair on WIS-TV. More than 400 people called into the four-hour job fair phone bank — a record for the TV station. From careers.sc.gov's September launch through June 21, 2019, 227,422 people visited the website. The Admin Communications team created and deployed SC Careers social media pages (Twitter and Facebook) and recruited and trained 24 content contributors from 22 state agencies to help supply recruitment-related content to share through the social media pages.

State Human Resources — Admin's Division of State Human Resources (DSHR) focused on statewide recruitment and retention of employees to help job seekers understand the importance of serving citizens through state jobs and the benefits of building a career in state government.

DSHR conducted a statewide NeoGov training for 68 state agencies. During the five classes offered, 98 state employees learned how to use the newly updated state human resources recruitment portal, which is linked to careers.sc.gov. Admin also began development of an online version of the NeoGov recruitment training, which will be deployed during the first quarter of FY 2019-20.

DSHR updated the state's Internship Toolkit to include internship success stories and made it available on Admin's website. The Internship Toolkit was rolled out to agencies during the May 2019 Human Resources Advisory Meeting. Representatives from the University of South Carolina attended to discuss internship partnership opportunities. Representatives from three state agencies — the South Carolina Department of Natural Resources (DNR), the South Carolina Department of Corrections (DOC), and the South Carolina Department of Transportation (DOT) — attended the Agency Leadership Meeting in June 2019 to discuss their agency's internship programs and provide guidance to agencies interested in implementing or improving an internship program. DSHR also partnered with the South Carolina Department of Health and Environmental Control (DHEC), DOT and DSS to analyze the current internship process and suggest opportunities for improvement. Best practices were identified, and additional supporting documents were created for incorporation into the next toolkit update.

To promote consistency and accuracy, standards for human resources inputs were identified, developed and implemented into SCEIS. These standards, which will improve the consistency of data across state government and provide agencies' leadership with access to key data including, but not limited to, emergency contact information for employees, were communicated to agencies through a memorandum. DSHR gave a presentation and update on 2019 Human Resources Standards at both the October 2018 and January 2019 Human Resource Advisory Meetings. A SCEIS report was created to assist agencies in determining what information needs to be updated to comply with new standards. Instructions to run this report were provided to agencies. The new human resources inputs took effect June 30, 2019.

DSHR sought to measure customer satisfaction this year by developing and delivering an annual satisfaction survey to the human resources departments of all state agencies. Thirty-three agencies responded and provided overwhelmingly positive reviews with staff receiving high marks for knowledge and responsiveness. One suggested improvement was updating the DSHR website. This is being addressed through revisions to Admin's website.

To better assist the agencies to which we provide administrative services, Admin implemented a reorganization of its internal human resources department. During the next fiscal year, the reorganization will help Admin better identify the highest areas of turnover and develop recruitment plans to mitigate them. To ensure success with this effort, Admin's human resources team has partnered with DSHR to deploy innovative new recruitment techniques.

Facilities Management and Property Services — The Division of Facilities Management and Property Services (FMPS) focused on workforce recruitment for Facilities Management positions by participating in three job fairs. Facilities Management hired employees through these job fairs and identified the need to create trade classifications that will be more effective as the state moves forward to fill specific workforce vacancies.

In an effort to efforts equip employees to perform their jobs and foster innovation and retention methods, FMPS created a "Mentoring Apprenticeship and Trades Certification Program" to provide a career path based on skill development validated through on the job performance and credentialing as a Journeyman or Master of the Trade for HVAC technicians, plumbers and electricians. Three Facilities Management employees participated in the first year of the program. Two are seeking Journeyman designations in HVAC and one is seeking a Master designation in plumbing, with scheduled completion by the end of FY 2019-20.

FMPS administered and analyzed customer satisfaction surveys for the Facilities Management division. Almost 40 survey responses were received and indicated a high level of general satisfaction. The primary feedback of the surveys was work order follow-up. New close-out procedures are being implemented that include following up with the customer within one week of service to ensure they are satisfied with the outcome. Additionally, customer service standards were established based on five key performance indicators — tracking service-level agreement adherence, average time to complete a work order, total number of work orders, number of reactive work orders by asset, and time dedicated to reactive versus preventive maintenance. Program support staff now track performance indicators and data will be analyzed over the next year to improve customer service delivery.

State Agencies Support Services — This year, Admin's Division of State Agencies Support Services (DSASS) deployed a Surplus Property customer service survey. Based on the feedback, several projects were established to improve the appearance and accessibility of the surplus property facilities. A second survey was conducted to measure the level of progress made since the initial survey. The results indicated that there is a high level of satisfaction with the staff and the level of service being provided.

The South Carolina Enterprise Information System — The South Carolina Enterprise Information System (SCEIS) undertook a major systemwide update this year through the implementation of SCEIS Central. SCEIS Central provides the same functions as the previous version, MySCLearning. However, it offers simpler processes and a modern, user-friendly interface. This overhaul, necessary for the state to fully migrate to the enterprise system's updated infrastructure, ensures users have a more intuitive experience when conducting transactions or entering worktime and leave.

Administrative Services — The Office of Administrative Services continued to develop shared services for all agencies' administrative functions to include accounts payable. (Page A-4 of this report indicates which agencies Admin provides administrative shared services to.) Service delivery standards and master service agreements for administrative services were also established this year. Service delivery standards for administrative shared services are addressed with the requesting agency via the initial analysis of the agency's work and the development of a memorandum of agreement.

South Carolina Disaster Recovery Office — Executive Order 2018-59 transferred the South Carolina Disaster Recovery Office (DRO) from the South Carolina Department of Commerce to Admin. This 55-employee agency successfully transferred all aspects of management, operations, facilities, IT infrastructure, and employees to Admin within 120

days. Upon transfer of a significant Housing and Urban Development (HUD) Infrastructure Mitigation Watershed Study and in preparation to receive a $157 million HUD CDBG-DR Mitigation Grant, Admin held 12 intensive, outreach Hazard Mitigation Plan Input Meetings in the Pee Dee and Santee Watersheds. As a result, Admin received over 180 projects for consideration from 17 respective counties for potential project funding. Admin also developed partnerships with state agencies, such as the South Carolina Department of Natural Resources (DNR), to work together to prioritize the most effective projects to address.

Additionally, DRO oversaw the expenditure of $26,756,480 (of a $126 million grant) for the 2015 Storm and $28,989,562 (of a $95 million grant) for Hurricane Matthew ensuring that both programs were on track with the U.S. Department of Housing and Urban Development's required grant closure pace, making South Carolina one of the few states in the nation that on pace to close their grants out in the required time period. DRO also appealed and was awarded a $3.8 million FEMA Disaster Case Management Grant for the 2018 Hurricane Florence.

Executive Budget Office and Capital Planning — To establish, improve and monitored statewide administrative and performance reporting, the Executive Budget Office (EBO):
- Completed the business requirement documentation process for the state's new operating budget development and reporting system.
- Developed a high-level conceptual framework for a new capital budgeting and reporting system that will replace the existing State Permanent Improvement Project Reporting System (SPIRS). The first phase will include the automation of the state's Comprehensive Permanent Improvement Plan (CPIP) process, which will serve as the basis for future phases such as project initiation and administration and reporting. EBO is currently collaborating with Joint Bond Review Committee (JBRC) staff to obtain JBRC's reporting needs and pursue opportunities to automate their agenda preparation process. Technical requirements of all parties are expected to be documented during the next fiscal year.
- Optimized opportunities for utilizing SCEIS to record capital project budgets and expenditures. These include standardizing the higher education expenditure reporting process and improving the monthly SCEIS-to-SPIRS reconciliation process.

Office of Executive Policy and Programs — The Office of Executive Policy and Programs (OEPP) provides a wide variety of essential services to the state's citizens. Admin successfully transitioned the following programs to the new South Carolina Department of Children's Advocacy: the Foster Care Review Board, the Cass Elias McCarter Guardian ad Litem Program, and the Continuum of Care for Emotionally Disturbed. The Children's Case Resolution System was repealed. In FY 2019–20, the South Carolina Developmental Disabilities Council program will transfer from Admin to an agency deemed more mission appropriate by Governor McMaster.

Once again, the General Assembly concurred with Admin's recommendation that some components of OEPP, based on their missions, be placed with agencies with more similar missions and functions and moved several programs within this division based on statutory changes. As a result of Act 26 of 2019, the Division of Veterans' Affairs transferred from Admin to the new South Carolina Department Veterans' Affairs within the executive branch. This new department will be led by the Secretary of the Department Veterans' Affairs.

Voting Machines— Act 98 of 2019 charged Admin with coordinating an unbiased process (vendor and system neutral) to evaluate and score proposals for voting system solutions received as the result of a Request for Proposal (RFP) issued by SFAA, on behalf of the State Election Commission. Admin procured the Freeman, Craft, McGregor Group, a national voting systems consulting firm, to assist in the process. The state received proposals from all vendors that were certified by federal and state law to provide voting systems to the state of South Carolina. Each written proposal, to include both ballot marking as well as hand marked systems, was evaluated by the State Election Commissioners and each vendor provided an in-person demonstration of the systems that they proposed. The contract was awarded June 3, 2019.

Looking Ahead — Moving forward through the new fiscal year, collaboration remains Admin's top priority to provide exceptional services to our customers, enhance security and build trust. Admin will continue to innovate to increase agency effectiveness and to achieve cost-efficiencies. Some of these efforts include:

- Executing the process to solicit strategic proposals for Santee Cooper according to the Public Service Authority Joint Resolution (Act 95 of 2019).
- Helping agencies improve recruitment and retention of state employees.
- Continuing to enhance the security of the state's technology systems to protect citizens' data.
- Conducting cost-benefit analyses of shared services.

To accomplish Admin's many goals, the agency will strive to improve recruitment and provide more impactful training to further develop employees during the next fiscal year.

RISK ASSESSMENT AND MITIGATION STRATEGIES

As advancement of the many statewide initiatives Admin leads is dependent on the cooperation and input of other agencies, Admin will continue to foster partnerships through the regular engagement of agency partners. While legislation helps mitigate the risk of non-compliance from other agencies, the ability to collaborate fosters communication, feedback and expands the pool of innovation. It also helps build support from the inception of a project or effort.

Admin is committed to improving the effectiveness of state government and remains willing to identify and recognize new ideas and opportunities that will ultimately benefit the citizens of South Carolina.