



1994 Annual Report



PEER

**The Mississippi Legislature's
Joint Committee on Performance Evaluation
and Expenditure Review**

Current PEER Members and Officers

Senate

Travis L. Little
*(Vice Chair, 1995;
Chair, 1994)*
William W. Canon
(Secretary, 1995)
James L. Bean, Jr.
Willie Simmons
Joseph T. Stogner

House of Representatives

Alyce G. Clarke
*(Chair, 1995;
Secretary, 1994)*
Cecil McCrory
(Vice Chair, 1994)
J. P. Compretta
David M. Halbrook
Morris Lee Scott

Former PEER Committee Members

Senate

Doug Anderson
James E. Bost
Tommy N. Brooks
John G. Corlew
Robert L. Crook
J. K. (Buddy) Gresham
Bill Harpole
Robert (Bunky) Huggins
Carroll H. Ingram
P. R. (Rick) Lambert
J. C. (Con) Maloney
Cecil Mills
Charles Ray Nix
Edgar H. Overstreet
Fred Rogers
Martin T. Smith
Roger Wicker

House of Representatives

Doug Abraham
Stone D. Barefield
W. E. (Bill) Callicott
Glenn E. Endris
Hillman T. Frazier
Don Grist
Ashley Hines
Wesley McIngvale
James A. Morrow
Joe G. Moss
John A. Neill
Emmett H. Owens
Will Green Poindexter
Jerry E. Wilkerson
Charlie Williams
Kenneth O. Williams

The Mississippi Legislature

Joint Committee on Performance Evaluation and Expenditure Review

PEER Committee

SENATORS

TRAVIS L. LITTLE
Chairman
WILLIAM W. CANON

JAMES L. BEAN, JR.
WILLIE SIMMONS
JOSEPH T. STOGNER

TELEPHONE:
(601) 359-1226

FAX:
(601) 359-1420



P. O. Box 1204
Jackson, Mississippi 39215-1204

John W. Turcotte
Director

REPRESENTATIVES

CECIL McCORRY
Vice Chairman
ALYCE G. CLARKE
Secretary
J. P. COMPRETTE
DAVID M. HALBROOK
MORRIS LEE SCOTT

OFFICES:
Professional Building
222 North President Street
Jackson, Mississippi 39201

March 1, 1995

TO: Honorable Kirk Fordice, Governor
Honorable Eddie Briggs, Lieutenant Governor
Honorable Tim Ford, Speaker of the House
Members of the Mississippi State Legislature

FROM: Senator Travis L. Little, 1994 Chairman

A handwritten signature in black ink, appearing to read "Travis L. Little".

SUBJECT: Annual Report of the Joint Committee on Performance Evaluation and Expenditure Review

On behalf of the joint committee and our staff, I am pleased to submit our 1994 annual report. The Committee releases reports of findings and recommendations upon completion of individual projects. The purpose of the annual report is to summarize the nature of the PEER operation and to account for public funds expended during the period since our last report.

We receive numerous requests for concise summary material on agencies and programs PEER has examined. Very often, after receiving the summary material, further detail is requested. The accompanying annual report furnishes the reader with synopses of reports published by PEER since the Committee was created in 1973.

Legislators, educators, students, the news media, and the general public often inquire about PEER in a general way wanting to know what we do, why we do it, and how we go about our work. Frequently the work of the PEER Committee is misunderstood. I hope that the report sections describing the need for and types of legislative oversight put our work in proper perspective.

We have disclosed the professional backgrounds of our staff so that agencies undergoing PEER reviews will know more about qualifications of the project team conducting research for the Committee.

As an integral part of the legislative process, the PEER Committee encourages any member of the Legislature to bring any matter of concern to our attention. The Committee will also consider signed requests from public officials and citizens, although legislative requests are given top priority.

We welcome any suggestions or criticisms concerning this report or the work of the Committee and staff.

Table of Contents

Letter of Transmittal	i
Introduction	v
Administrative and Cost Effectiveness.....	viii
Recent Major PEER Reports	x
Summaries of PEER Reports	1
Appendix A: PEER Committee Staff Biographies	75
Appendix B: PEER Sunset Reviews	79
Appendix C: PEER Enabling Legislation: MISS. CODE ANN. Section 5-3-51 through 5-3-71 (1972)	81
Index of PEER Reports by Subject.....	88

Introduction

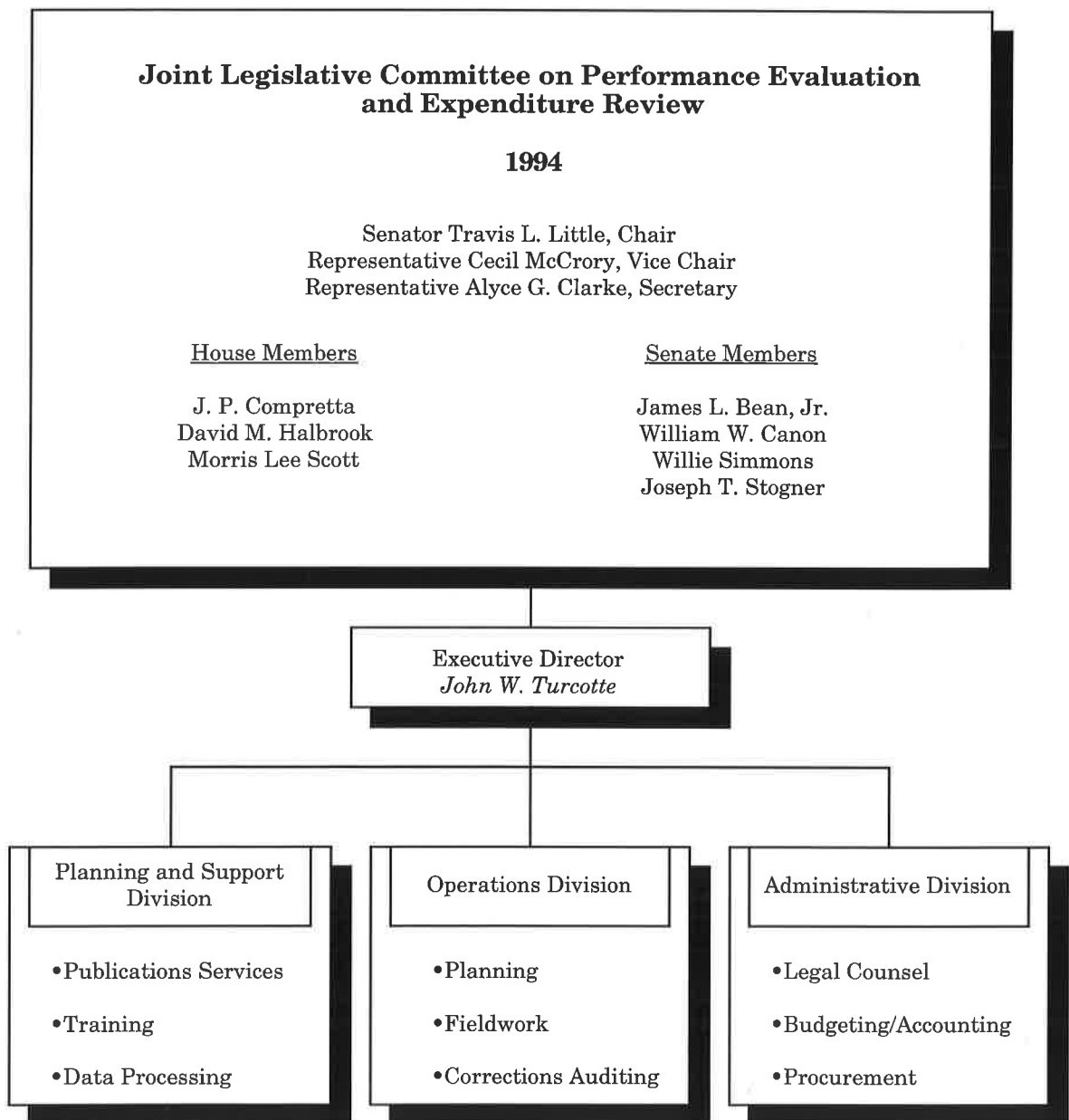
What is PEER?

“PEER” is an acronym for Joint Legislative Committee on Performance Evaluation and Expenditure Review, a standing committee of the Mississippi Legislature. Created in 1973, PEER provides the Legislature with timely and accurate information on Mississipp-

pi state government in order to enable that body to perform its function of legislative oversight. PEER analyzes state agency programs and operations and helps the Legislature make state government more effective, efficient and accountable. The forms which

PEER analyses take include performance evaluations, investigations, and expenditure reviews. The PEER Committee is comprised of five members of the Senate and five members of the House of Representatives and currently employs a staff of twenty-nine.

PEER Committee Organization



What is legislative oversight?

Legislative oversight is the process by which a legislative body takes an active role in understanding and monitoring the performance of state government and applies this knowledge to its other three primary functions: making laws and public policy; setting budgets; and raising revenues. A Legislature must know and understand the operations of state government in order to make informed decisions on the laws which it passes and the financial decisions which it makes.

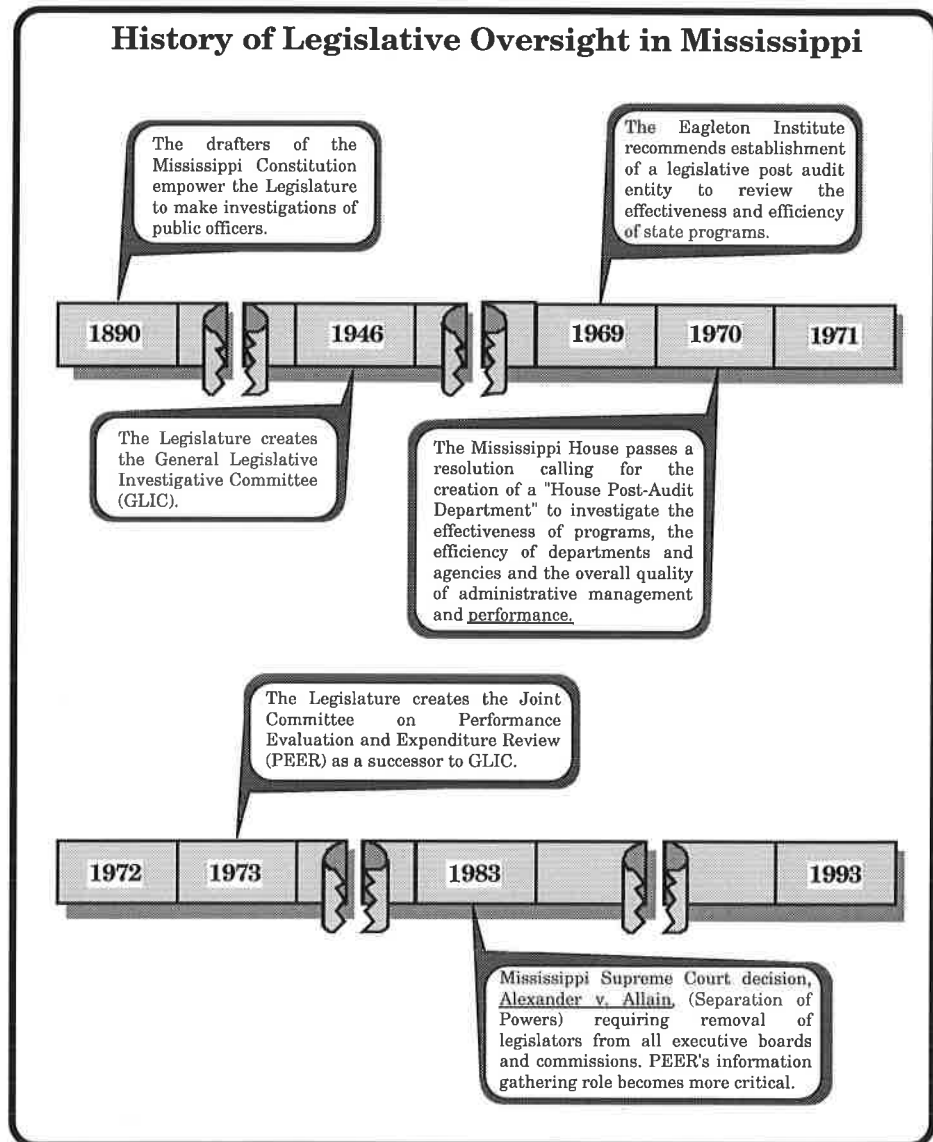
As government has grown and become increasingly complex, holding the public business accountable through effective legislative oversight has become increasingly challenging and important. Illustrative of the complexity of modern state government, Mississippi's executive branch consists of approximately eighty-five agencies, boards, and commissions operating without close coordination under a complex administrative network which includes foundations, advisory boards, independent administrative regulatory boards, regional federal officials, and local officials. One of the consequences of this fragmented authority is a great deal of disparity in the levels of efficiency and effectiveness achieved by various programs. Legislative oversight can untangle the administrative network and fix responsibility for corrective action. Adding to the complex state government frame-

work the tight fiscal constraints of recent years makes legislative oversight and its focus on the effective and efficient utilization of public sector resources even more critical.

While legislative oversight can involve obtaining any type of information for consideration in legislative deliberations, some of its

functions which are duplicative, overlap, or for any other reason warrant redefinition, redirection, redistribution and/or restructuring.;

- determine the extent of government's effectiveness in carrying out public policy as set by the Legislature;



primary objectives are to:

- identify and avoid inefficiency and waste in government. This objective includes identification of extravagance, fraud, and misuse of public funds as well as identification of
- determine whether responsible parties are administering the law fairly and properly throughout the state; and,
- increase knowledge and understanding of government programs.

How does PEER enable the Legislature to carry out its function of legislative oversight?

PEER is the primary entity performing legislative oversight in Mississippi. State law (MISS. CODE ANN. Section 5-3-51 et seq.) specifically grants PEER the authority to perform the following activities at any time as the committee deems necessary:

- evaluate the performance of state and local agencies;
- review agency records;
- investigate agencies which are in whole or in part supported by public funds; and,
- review agency compliance with state laws.

The law also grants the Committee the power to:

- file or assist the Attorney General's office in filing actions for the recovery of any funds misused or misappropriated and to prosecute or assist in prosecution of criminal violations revealed;
- subpoena and examine witnesses and documents; and,
- appoint and house the auditor for the state's correctional system (MISS. CODE ANN. Section 47-5-35).

In addition to these legislated functions, from 1989 to 1992 the PEER Committee provided staff assistance to the Standing Joint Legislative Committee on Reapportionment.

PEER bases its investigative and evaluative work on first-hand observation of the operations of state agencies and local government. While the primary objective of legislative oversight is to detect

problems and deficiencies in the delivery of government services, PEER reviews assume a variety of forms. The three major types of oversight reviews are (1) **financial audits**; (2) **economy and efficiency reviews**; and (3) **program evaluations**. A **full scope review** incorporates all three of these major oversight review types.

The purpose of a **financial audit or fiscal review** is to determine through financial records whether public monies are being legally spent and properly controlled. An **economy and efficiency review** (also referred to as **management audit or operations review**) focuses on whether an entity is managing and utilizing its resources (e.g., property, personnel) economically and efficiently. This type of review also seeks to determine the causes of inefficiencies and/or uneconomical practices. A **program or performance evaluation** determines the effectiveness of government programs and operations in accomplishing goals and objectives. This type of review compares what a program is accomplishing to what the Legislature intended the program to accomplish. A **full scope review** incorporates all of the previously described review types to arrive at a comprehensive assessment of overall program objectives and impact. A type of limited scope review which came into vogue in the late 1970's is the sunset review. While incorporating elements of all three major review types, a sunset review is limited in scope by time and legal constraints.

In addition to these more formal types of oversight reviews, PEER staff spends a significant amount of time in performing the following types of legislative assistance:

- background investigations on state government appointments requiring legislative confirmation;
- fiscal notes which estimate the financial impact of bills being considered by the Legislature; and,

- informational requests initiated by legislators which are generally very short-term and non-controversial in nature, e.g. determining the number of employees in a given school district.

How do PEER Committee reviews originate?

Requests for PEER reviews originate from a variety of sources including:

- legislative committees;
- individual legislators;
- PEER Committee members;
- statutory authorization;
- staff proposals;
- other governmental agencies; and,
- citizen complaints.

A citizen can bring a matter of concern before the Committee for consideration as a PEER project by providing to the Committee a signed written summary of his or her complaint. With the exception of projects authorized by statute or legislative information requests that are neither sensitive (i.e., suggesting improper conduct) nor complex, the Committee must approve any request for a PEER review prior to initiation of the review by PEER staff. The Committee assigns top priority to requests from legislators and legislative committees.

What form do PEER reviews take?

A published report is the most common product of a PEER review. These reports have a standard format which includes a very brief summary of the report on its cover, followed by a more detailed "Executive Summary," the full text of report findings and recommen-

dations, and concludes with the agency's response to the report. Some PEER reports are available on tape. PEER staff are available to brief committees or individual legislators on the contents of reports.

Recognition of PEER's Work

**1979--Most Distinguished Research Award
Governmental Research Association**

**1982--Award for Outstanding Contributions to the Field
of Legislative Program Evaluation
National Conference of State Legislatures**

**1984--Most Distinguished Research Award
Governmental Research Association**

**1993/94--PEER Director serves as National Staff Chair
National Conference of State Legislatures**

**1994--Award for Excellence in Program Evaluation
National Legislative Program Evaluation Society,
National Conference of State Legislatures**

Administrative and Cost Effectiveness

How effective are PEER reviews?

In its twenty years of operation, PEER has become a significant resource for the Legislature, providing in-depth evaluations of government operations as well as short-term informational assistance. Since its inception, the Committee has published 320 reports and completed over 1,745 legislative and special requests, including fiscal notes, budget and other limited scope analyses, special investigations, evaluations, and feasibility studies. In 1994 alone, the Committee distributed over 2,200 reports to Mississippi legislators, governmental agencies and interested citizens, as well as to public and private entities from numerous states.

Although it is impossible to place a precise value on the benefits attributable to PEER's oversight and review, a significant number of instances of savings, cost avoidance, or additional revenue can be associated with actions taken by the Legislature or state agencies that were prompted by PEER's work. In addition, even those reports that were designed to inform or to recommend administrative or policy changes have often resulted in improved public services with the same level of spending.

The first section below cites recent PEER reviews which have resulted in significant positive administrative changes. The second section identifies recent examples where PEER reports have presented opportunities for increased economy and efficiency. These lists are not exhaustive, and PEER does not take sole credit for outcomes since improvements require a concerted effort of the executive and legislative branches. Numbers in parentheses refer to specific PEER reports further described in the "Summaries of PEER Reports" chapter of this document, beginning on page 1. PEER reports are available upon request.

Administrative Effectiveness

Pharmacy Board (#275)—In 1991, PEER investigated allegations of inequitable investigative procedures and selective enforcement of state laws and regulations by the Pharmacy Board and its former Executive Director. The Committee recommended that the Legislature require the Pharmacy Board to adopt a uniform penalty policy and standards for inspections, investigations, and internal custody of controlled substances. PEER also recommended that the Pharmacy Board staff provide com-

prehensive monthly inspection/investigation status reports to the board and implement a formal training program for compliance agents, including a legislatively mandated firearms qualification. In response to the report, the board changed some of its administrative and operating procedures, and, early in the 1992 session, the Legislature was considering enactment of the report's proposed legislation.

Veterans' Home Purchase Board (#208, #274)—In 1988, the PEER Committee reviewed the loan processing, loan servicing, and management of the Veterans' Home Purchase Board (VHPB). As reported by PEER in December 1991, VHPB has since taken positive steps to address the weaknesses PEER initially identified by computerizing its mortgage processing system, improving the timeliness of loan processing, and increasing the publicity of its loan program. The agency has also upgraded the minimum requirements of the Executive Director's position, filled that position accordingly, and employed other professionals with mortgage lending experience.

State agencies' deficit spending (#260, #269)—In a February 1991 report, PEER took exception to the Department of Finance and Administration's (DFA)

practice of permitting agencies to pay for a prior year's obligations with the current year's appropriated funds and emphasized that the state Constitution provides the Legislature with sole authority to set spending limits for state agencies. PEER noted that DFA had approved payment of \$1.17 million in Department of Corrections' obligations incurred during fiscal year 1990 with funds appropriated for fiscal year 1991. The following fiscal year, when PEER reviewed a random sample of general fund payment vouchers submitted from July 1 to August 1, 1991, the Committee concluded that state agencies, as a whole, did not incur substantial obligations at the end of fiscal year 1991 to be paid from fiscal year 1992 appropriations.

Veterans' Affairs Board (#268)—PEER found that the seven-member Veterans' Affairs Board has not provided adequate oversight of the agency's Executive Secretary and administrative staff, resulting in safety deficiencies in the Mississippi State Veterans' Home which have been cited by the State Board of Health and the United States Department of Veterans' Affairs. In response to this PEER report, both the Senate Veterans' and Military Affairs Committee and the House Military Affairs Committee have taken a keen interest in the operation of the Veterans' Affairs Board. The board has since changed management and has taken immediate steps to correct operational deficiencies.

State agencies' use of private attorneys (#257)—Although recent court decisions have affirmed that the Attorney General has prior approval authority over state agencies' hiring of private attorneys, PEER found through a survey of one hundred sixty state agencies that all agencies do not request such approval. In response to this PEER report, the Legislature enacted a law which requires the Department of Finance and Administration to have the Attorney General's written approval of an attorney prior to approving a payment to such attorney.

Disposition of charity hospitals' assets (#249)—During the 1989 session, the Legislature mandated the closure of the state's charity hospitals. State law gave the Department of Finance and Administration (DFA) responsibility for disposition of charity hospitals' property, but did not specifically address how the department should implement and administer the property disposition requirements of the law. PEER found that DFA seriously mishandled the closure of the state's charity hospitals. In response to this PEER report, the Legislature enacted a law which established specific requirements and criteria for the future closure and abandonment of state agencies.

Cost Effectiveness

Memorial Stadium (#183)—PEER's January 1987 report identified managerial and operational deficiencies of the Stadium Commission. The commission responded to PEER recommendations by depositing its funds in the state Treasury, rather than in individual certificates of deposit, and by implementing plans to coordinate and promote stadium events and work with the business community. Also, the Legislature has amended the composition of the commission to include representatives who have a direct interest in stadium events.

State Travel Agency Contract (#195, #209)—In working with the House Select Committee on the Budget during the 1986 session, PEER staff suggested a central travel planning system for state employees and the program was subsequently implemented. According to the August 1991 issue of *State Legislatures* magazine, Mississippi was spending less on travel in 1991 than it did in 1986 and "few states have pursued opportunities to control travel costs more aggressively than Mississippi has."

Public Employees' Retirement System (#191)—A 1987 PEER report concluded that PERS' staff expended \$4 million in investment managers' fees without legal authority and without formally disclosing the expenditure to the Legislature.

Mississippi State University College of Veterinary Medicine (#168)—Early in 1986, PEER released a report on the College of Veterinary Medicine. The report contained findings which reflected on economy and efficiency and the college's heavy reliance on state general funds. Policy questions were raised which are critical to continued funding of the college at its present level.

Purchasing Laws (#167)—As a result of widespread concern about the purchasing laws of the state, PEER reviewed the issue of public purchasing and identified areas of weakness and operational inefficiency. The review produced several important recommendations for statutory change; in 1986 PEER staff assisted the Appropriations Committees during consideration of House Bill 999, which addressed the recommendations and was enacted.

Department of Economic Development (#189)—PEER reviewed the Department of Economic Development and determined that the department and the Research and Development Center duplicated only a limited number of activities, but were moving toward greater duplication. PEER's report and recommendations for organizational change contributed to the Legislature's decision to merge part of the Research and Development Center into the Department of Economic Development in a manner similar to PEER's recommendation.

Recent Major PEER Reports

Education Reviews:

Evaluation of Mississippi's Assistant Reading Instructor Program

In 1994, PEER reviewed the Assistant Reading Instructor Program, a cornerstone of the 1982 Education Reform Act which sought to improve basic skills acquisition by placing assistant reading instructors in primary grades. PEER found that the program has not been effective in meeting its three primary objectives of increasing standardized test scores above the national average, reducing the percentage of pupils retained in the primary grades, or decreasing the student dropout rate. In fact, since the program began in the 1983-84 school year, statewide standardized test scores in reading have remained below the national average, the percentage of pupils retained in the primary grades has remained relatively constant, and the student dropout rate has remained constant in the lower grades and increased in the higher grades.

PEER also found that, contrary to state law, the State Department of Education has not enforced preconditions to program funding and has not developed a statewide uniform training program. The district and the department failed to develop implementation and accountability plans and failed to perform annual program evaluations. In violation of program intent, some districts routinely use assistants as substitute teachers.

The Committee believes that the potential effectiveness of the Assistant Reading Instructor Program as implemented is minimal. The concept itself may have potential for improving student achievement, but moving from a promising concept to a

program that substantially improves student achievement would require extensive planning, intensive staff training, and continuous monitoring and adjusting at the state and local levels. PEER offered four policy options:

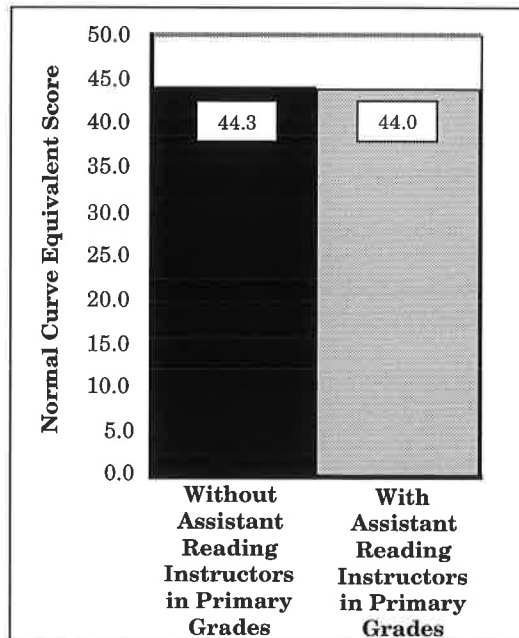
- make the program work as originally intended by requiring the responsible parties to comply with all provisions of the Reading Improvement Program law;
- convert the program into a teacher's aide program;
- divert the money used for the program to other educational programs; or,
- abolish the program and redirect the funds to the state General Fund or reduce taxes accordingly.

The Mississippi School Attendance Officers Program: A Joint Study by the PEER Committee and the John C. Stennis Institute of Government

In February 1994, the Mississippi Supreme Court ruled that assignment of the state's school attendance officers to the judicial branch violated the separation of powers provisions of the Mississippi Constitution, since attendance officers have enforcement authority. In response to the ruling, the 1994 Legislature enacted Senate Bill 3019, which placed the attendance officers under the supervision of district attorneys until April 7, 1995.

The bill also required the PEER Committee and the John C. Stennis Institute of Government to submit a report to the House and Senate Education Committees and

Lack of Improvement in Stanford Achievement Test Reading Scores for Mississippi Sixth- and Eighth-Graders



SOURCE: PEER analysis of State Department of Education data.

the House Select Committee on Juvenile and School-Related Crime on the organizational location and administration of school attendance officers, including recommendations addressing which state or local public office would be best suited to administer the attendance officers program and the Compulsory Attendance Law. The Committee expanded the study to include a review of the program's effectiveness.

PEER found that the program suffers from significant management and operational problems. The lack of central oversight or requirements for performance tracking has fostered a program which has no formal accountability system. No individual or board has established policy direction or performance standards, nor has any state entity monitored the program to ensure effectiveness.

Compulsory attendance is an educational issue of statewide significance, requiring local program design and flexibility to achieve maximum impact. PEER recommended that the Legislature transfer responsibility for compulsory school attendance enforcement to the State Board of Education for administration by local school districts, and that the board establish standards for enrollment/attendance outcomes and credentials for enforcement personnel and monitor districts' success. PEER also recommended that districts be responsible for assessing need; integrating current attendance officer statutory duties and responsibilities with existing school attendance efforts and resources; and linking school attendance service needs with the courts, law enforcement, and community service providers.

To support the school attendance program, PEER recommended that the Legislature appropriate the money now dedicated to school attendance enforcement directly to districts through the school funding formula and require districts to use the

funds to enforce the compulsory attendance law.

Transportation Issues:

Performance Audit of Mississippi Department of Transportation's Appraisal and Acquisition of Real Property for Right-of-Way

PEER responded to landowners' complaints of inequitable compensation and found that the Department of Transportation's standard operating procedures for right-of-way acquisition and appraisal adhere to nationally recognized standards. However, the Right-of-Way Division's personnel's inconsistent compliance with these procedures and the need for further development of procedures results in the following weaknesses within the division:

- Appraisers' noncompliance with procedures for the minimum contents of appraisals prevents review appraisers from having sufficient information to verify field appraisers' determination of just compensation.
- The department does not consistently adhere to standard operating procedures to insure logical consistency throughout an area or project.
- The department's standard operating procedures do not operationally define when to grant administrative settlements (granted for monetary consideration which differs from the approved estimate of just compensation), which results in inconsistent and inequitable utilization of such settlements.

Also, for those right-of-way parcels which enter eminent domain proceedings, the

Department of Transportation and the Attorney General's Office lack an effective monitoring system to track case status. This has resulted in awarding of construction contracts without first obtaining immediate title and possession on all right-of-way parcels.

PEER recommended specific procedures to improve file documentation, help insure equitable appraisals and administrative settlements, and improve monitoring of eminent domain cases. PEER also recommended that the Department of Transportation make every effort to increase public confidence and maintain the department's and its employees' credibility with property owners.

Performance Audit of the Mississippi Department of Transportation's Privatization of the Business Logo Sign Program

In 1983, the Department of Transportation established a business logo sign program, and nine years later, the department chose to privatize the program. PEER found that the department did not follow the advice of its legal counsel in managing the privatization process. The department's counsel advised that it use a contracting method similar to the one called for in department policy regarding consultant selection. By ignoring elements of departmental policy, departmental officials arrived at a selection method which excluded consideration of cost as an important part of the selection process.

The department also did not initially seek the advice of counsel in executing the contract to privatize the program, finalizing the contract without having counsel review its contents and provisions. As a result, the contract does not place the logo sign program in a position to be operated either (a) in the best interest of the business community while maintaining the lowest possible cost to the state; or,

(b) to generate maximum possible revenues. Also, instead of obtaining the lowest possible buyout provision through private sector competition during contract selection, the department established an arrangement which will require it to make a cash outlay of nearly \$2

million should it terminate the contract prior to expiration.

PEER recommended that the Transportation Commission adopt a formal, detailed process for department personnel to use in making future decisions relative

to privatization. PEER also recommended a long-term financial and operational analysis of the business logo sign contract, and adherence to department policy regarding contracting and consulting with legal counsel.

The Importance of Legislative Oversight

Legislative oversight is an implied power of U.S. legislative bodies, derived from English tradition which holds that a representative assembly must be informed in order to properly execute its legislative functions. The following quotes argue for the importance of legislative oversight in a representative democracy.

Noted in 14 Gray 226 MASS. 1859:

The power of the general assembly to obtain information on any subject upon which it has power to legislate, with a view to its enlightenment and guidance, is so obviously essential to the performance of legislative functions that it has always been exercised without question.

President Woodrow Wilson made the following convincing argument for the need for legislative oversight at the federal level in his classic work *Congressional Government* (1885):

It is the proper duty of a representative body to look diligently into every affair of government and to talk much about what it sees. It is meant to be the eyes and the voice, and to embody the wisdom and will of its constituents. Unless Congress have and use every means of acquainting itself with the acts and the disposition of the administrative agents of the government, the country must be helpless to learn how it is being served and unless Congress both scrutinize these things and sift them by every form of discussion, the country must remain in embarrassing, crippling ignorance of the very affairs which it is most important that it should understand and direct. The informing function of Congress should be preferred even to its legislative function. The argument is not only that discussed and interrogated administration is the only pure and efficient administration, but, more than that, that the only really self-governing people is that people which discusses and interrogates its administration.

Telford Taylor, *Grand Inquest*, pp. 5-6, said:

A legislative body—be it the British House of Commons, or either house of Congress, or a state legislature—is endowed with the investigative power in order to obtain information, so that its legislative functions may be discharged in an enlightened rather than a benighted basis.

Summaries of PEER Reports

320. REVIEW OF THE PEARL RIVER VALLEY WATER SUPPLY DISTRICT'S RECENT TIMBER SALE IN NORTHERN RANKIN COUNTY AND FOLLOW-UP REVIEW OF THE DISTRICT'S USE OF REAL ESTATE CONSULTANTS, December 14, 1994, 32 pages

In July 1994, the district cut timber on 147 acres of land in northern Rankin County (including eighty-seven acres clearcut) which generated net revenues of \$349,639 for public recreation improvements. The district complied with state and federal laws, except for the seed tree retention law that the Forestry Commission considers outdated and does not enforce. Deficiencies in the district's timber cutting policies prevent it from fully achieving forest management objectives (e.g., wildlife enhancement and outdoor recreation) other than the generation of timber revenues. The district has not solicited sufficient public comment prior to execution of each of its clearcut projects.

With respect to consultants, the district has implemented some of PEER's 1993 report recommendations and ignored others. While the district eliminated retainers and modified its method of calculating sales commissions, it should still work to reduce its reliance on outside real estate consultants and, prior to entering into any consulting contract, should perform a needs assessment and request competitive bids.

319. AN EVALUATION OF MISSISSIPPI'S ASSISTANT READING INSTRUCTOR PROGRAM, December 13, 1994, 110 pages

A cornerstone of the 1982 Education Reform Act, the Assistant Reading Instructor Program sought to improve basic skills acquisition by placing assistant reading instructors in primary grades. The program has not been effective in meeting its objectives.

- On standardized tests, students who had assistant reading instructors in their primary years scored about the same as students without assistants.
- Retention rates in the primary grades remained about the same.
- Dropout rates remained constant in lower grades and increased in higher grades.

Contrary to state law, the State Department of Education has not enforced preconditions to program funding and has not developed a statewide uniform training program. The districts and the department failed to develop imple-

mentation and accountability plans and failed to perform annual program evaluations. In violation of program intent, some districts routinely use assistants as substitute teachers.

From 1983 until the close of the 1993-94 school year, the state spent \$340.11 million on this program. Local districts spent approximately \$18.75 million over the past five years. The FY 1995 state general fund appropriation is \$49.35 million for 4,785 assistant reading instructors.

318. A PERFORMANCE AUDIT OF THE MISSISSIPPI DEPARTMENT OF TRANSPORTATION'S PRIVATIZATION OF THE BUSINESS LOGO SIGN PROGRAM, December 1, 1994, 30 pages

The Mississippi Department of Transportation (MDOT) chose to privatize the business logo sign program without sufficient management and financial analysis to determine whether the proposal eventually accepted was in the best interest of the state or sign customers. The department also did not follow the advice of legal counsel in establishing the contract with Mississippi Logos, Inc. (MLI).

In issuing requests for proposals, MDOT did not require potential bidders to compete on cost, evaluating only qualitative factors. Thus sign customers will expend approximately \$177 per mainline sign per year more than necessary (\$2.4 million over ten years) than if MDOT had operated a break-even, self-supporting program at the contractor's September 1994 level of sales.

Whereas Kentucky, which has a privatized logo sign program comparable to Mississippi's, will receive at least \$4,900,000 in state revenues over ten years, Mississippi will receive a fixed sum of \$1,500,000. Should MDOT terminate its contract with MLI without cause prior to expiration, the state would have to pay nearly \$2,000,000 because of an unfavorable buyout clause.

317. A PERFORMANCE AUDIT OF THE MISSISSIPPI DEPARTMENT OF TRANSPORTATION'S APPRAISAL AND ACQUISITION OF REAL PROPERTY FOR RIGHT-OF-WAY, November 30, 1994, 42 pages

Because the Mississippi Department of Transportation (MDOT) does not consistently adhere to nationally recognized procedures, landowner concerns about inconsistent or inequitable payments are valid and will persist unless MDOT takes corrective action. Supervisory appraisers

often lack sufficient file information to determine whether field appraisers are consistent and equitable with their offers. MDOT also grants "administrative settlements" without sufficient documentation and, in some instances, without apparent justification (e.g., as a reward to the landowner for prompt acceptance of MDOT's offer). The *Citizen's Right of Way Acquisition Guide* does not fully inform property owners as to the department's appraisal and acquisition procedures.

Because MDOT and the Office of Attorney General do not monitor eminent domain cases effectively, the department entered into seven construction contracts from June 1992 to June 1993 without first obtaining immediate title and possession of all parcels involved.

316. THE MISSISSIPPI SCHOOL ATTENDANCE OFFICERS PROGRAM: A JOINT STUDY BY THE PEER COMMITTEE AND THE JOHN C. STENNIS INSTITUTE OF GOVERNMENT, November 30, 1994, 59 pages [Required by Senate Bill 3019, 1994 Regular Session]

The Mississippi Education Reform Act of 1982 created the school attendance officer program under supervision of the youth courts. In February 1994, the Mississippi Supreme Court ruled this a violation of the separation of powers provision of the Mississippi Constitution. The Legislature requested the PEER Committee and the John C. Stennis Institute of Government at Mississippi State University to recommend an organizational location for the program.

Responsibility for compulsory attendance enforcement should rest with the State Board of Education, with administration by local school districts. The state board should establish standards for enrollment and attendance outcomes, credentials of any enforcement personnel utilized, and should monitor school district success. School districts should assess need; integrate current school attendance officer statutory duties and responsibilities with existing efforts and resources; and link attendance service needs with the courts, law enforcement, and community service providers. The Legislature should appropriate the money now dedicated to the school attendance officer program to the school districts through the minimum foundation supportive services formula.

315. A DETERMINATION OF THE STATE COST PER INMATE DAY FOR A SPECIAL NEEDS CORRECTIONAL FACILITY, October 12, 1994, 13 pages

In accordance with Senate Bill 2005 (1994 First Extraordinary Session), the PEER Committee prepared this

estimate of the state cost per inmate day for a proposed special needs correctional facility. For a 500-bed special needs facility, PEER estimates the annual cost per inmate day for a state-operated facility to be \$51.96. In accordance with Senate Bill 2621 (1994 Regular Session), private sector entities interested in leasing a special needs facility to the state would have to do so at an annual cost not exceeding \$46.76 per inmate day, or ten percent below the PEER estimate.

PEER's estimate of state cost per inmate day is based on the most accurate data and information available from the Mississippi Department of Corrections (MDOC) at the time of estimation. However, should MDOC management significantly alter the assumptions upon which MDOC staff and the Corrections Auditor based their design, construction, and operational concept for the special needs facility as presented in this report, PEER's state cost per inmate day amount would change accordingly.

314. A REVIEW OF SECURITY DEFICIENCIES WHICH ALLOWED INMATE ESCAPES FROM MISSISSIPPI STATE PENITENTIARY AT PARCHMAN ON MARCH 28, 1994, July 6, 1994, 15 pages

On March 28, 1994, two inmates escaped from Parchman Penitentiary's Unit 30 due to Department of Corrections (DOC) personnel's lack of adherence to department security policies and post orders, as follows.

- Unit 30 correctional officers did not conduct inmate body counts and unit security checks during the first shift.
- The correctional officer assigned to Unit 30's south tower did not conduct perimeter security checks properly and was asleep during the first shift.
- The correctional officer assigned to Unit 30's Control Center did not report to the Unit 30 lieutenant that the south tower correctional officer had not made telephone reports regarding the unit's security during the first shift.

Although DOC's management has taken personnel actions against department employees who allowed the escape, the department should monitor performance of its security staff more closely. In addition, DOC's management should conduct security reviews of the department's facilities to identify physical and procedures impediments to adequate security.

313. A PERFORMANCE EVALUATION AND EXPENDITURE REVIEW OF THE STATE PERSONNEL BOARD, September 14, 1994, 102 pages

The State Personnel Board does not measure its regulatory effectiveness, assure the quality and consistency of test monitors and application evaluators, or verify the qualifications of applicants for state jobs.

The board does not track time spent processing job applications and issuing certificates of eligibles, both sources of state agency complaints. PEER found, however, that state agencies account for 91% of the total time spent in the hiring process.

Although it has improved its salary survey process since PEER's 1987 review, the board still does not consistently base salary recommendations to the Legislature on relevant labor market comparisons.

The board should annually determine training needs of Mississippi government and address those needs through its training division, a program that has improved since 1987.

The Legislature should consider deleting the statutory requirement that the State Personnel Director approve personal services contracts (i.e., consultants and independent contractors) and instead direct agencies to keep records of needs assessments, bids, and proof of contract monitoring for annual audit by the State Auditor.

The Legislature should require the board to calculate its direct and indirect costs as a basis for charging agencies for personnel services.

312. A LIMITED REVIEW OF TAXATION BY APPOINTED SCHOOL BOARDS AND OTHER ADMINISTRATIVE BODIES, June 15, 1994, 19 pages

Mississippi law requires that elected boards of supervisors and city governing boards "shall" raise taxes sufficiently to fund schools as determined by appointed school board members, subject to certain statutory percentage caps on annual increases. A state legislator requested that PEER review the issue of non-elected boards imposing taxes, voicing concerns that this influence could constitute taxation without representation.

As one of three states which give appointed school boards the authority to bind their levying authorities to increase taxes, Mississippi is the only state with multiple appointed school boards in which voters have no direct option of converting such boards into elected boards.

If there is interest in changing school taxation systems, the Legislature has several options: remove the ability of

appointed school boards to cause tax increases; provide voters a statutory means for conversion to elected boards; or, make all school boards elected.

311. A PERFORMANCE AUDIT OF THE MISSISSIPPI HOME CORPORATION, April 12, 1994, 68 pages

Mississippi Home Corporation (MHC) increased its staff from three to fifteen over four years to administer new housing programs outlined in 1989 legislation.

- In conflict with the state's general ethics laws, a board member contracted with MHC for a total of \$2,800 to run advertisements in a monthly nonprofit newsletter operated by the board member.
- Board members accounted for \$30,951, or 47%, of the \$65,351 spent by the corporation on travel during FY 1993. The board's written travel policies do not address the potential for conflict created when board members travel to conferences related to industries in which they work. The board has not adopted sufficient policies governing board travel during a period of rising travel costs, resulting in poor internal controls over travel expenditures.
- MHC has not followed comprehensive, consistent policies and procedures for obtaining and controlling consulting and other professional services which cost over \$7 million during FY 1991 to FY 1993.

310. 1993 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1993, January 17, 1994, 81 pages

The report details the PEER Committee's 1993 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

309. A PERFORMANCE AUDIT OF MAGNOLIA STATE ENTERPRISES AND THE PRISON INDUSTRIES PROGRAM, January 19, 1994, 70 pages [Required by the Mississippi Prison Industries Act of 1990 for the period beginning January 1, 1991, through January 1, 1993]

The Mississippi Prison Industries Act requires the Department of Corrections and Magnolia State Enterprises to work toward a successful prison industries program.

Magnolia State Enterprises, nonprofit corporation, is required to operate the prison industries as a profit-making enterprise, not unreasonably competing with private enterprise, while reducing costs of state government.

The Department of Corrections and Magnolia State Enterprises are to provide positive program outcomes by using primarily inmate labor, reducing inmate idleness, providing behavioral incentives, and supplying inmate rehabilitation through useful activities for meaningful post-release employment.

The prison industries program has operated primarily with inmate labor and has reduced inmate idleness of those inmates employed; however, the program has not reached the potential intended under the law. In addition, neither DOC nor MSE currently have sufficient short-or long-term plans to assure the program's success.

The underlying reason that the prison industries program has not been effective in rehabilitating inmates is because of DOC's lack of guidance and its failure to comply with legal requirements. The primary reason for MSE's reduced operational efficiency and effectiveness is a lack of strong direction from its board of directors.

308. A PERFORMANCE AUDIT OF THE WORKERS' COMPENSATION COMMISSION'S REGULATION OF WORKERS' COMPENSATION SELF-INSURANCE GROUPS, December 15, 1993, 21 pages

The Mississippi Workers' Compensation Commission adjudicates job injury claims and awards compensation to injured workers. Under state law, employers may join self-insurance groups to provide coverage as a more economical alternative to buying coverage from an insurance company. The commission is responsible for regulating self-insurance groups to insure that they are financially sound and comply with state laws and commission rules. However, the commission has not performed in-depth field examinations, relying instead on commission actuaries' limited reviews of documents the self-insurance groups file with the commission.

Because the Workers' Compensation Commission self-insurance duties are similar to those the Department of Insurance performs relative to insurance companies, the Legislature should consider transferring the duties to the Department of Insurance. The commission concurred in PEER's recommendation.

307. A PERFORMANCE AUDIT OF STATE-OWNED VEHICLE MANAGEMENT, December 14, 1993, 59 pages

The general public continues to complain about misuse of and a seemingly large number of state-owned vehicles. However, Mississippi has no statewide system to control its vehicle fleet, which consisted on July 21, 1993, of 4,622 passenger vehicles (1,249 automobiles; 2,784 pick-up trucks; and 589 vans/carryalls) and 2,114 non-passenger vehicles. Seventy-six agencies manage vehicles independently with no uniform standards for buying, use and control, maintenance, disposal, and inventory.

Mississippi should establish a new Motor Vehicle Management Division within the Department of Transportation (MDOT) to run a Statewide Vehicle Management System. The division could either administer the system using public employees or contract with the private sector. A Task Force for Better Vehicle Management and a State Fleet Manager would oversee a two-year transition period prior to starting the system on July 1, 1996. Agencies would pay rent into MDOT's special revolving fund for motor pool and permanently assigned vehicles.

306. A REVIEW OF PEARL RIVER COMMUNITY COLLEGE'S FOOD SERVICE CONTRACT WITH MORRISON'S CUSTOM MANAGEMENT, December 14, 1993, 44 pages

The Pearl River Community College (PRCC) Board of Trustees awarded its food service contract to Morrison's Custom Management in 1979 and then failed to exercise sufficient oversight. Trustees allowed college administrators to renew the contract for fourteen consecutive years without seeking competitive bids. College administrators have not monitored the food service contract in an effective manner and have failed to:

- monitor Morrison's food purchases/inventory and vending operations;
- monitor the use of the college's cafeteria to provide catering and restaurant services to the general public; and,
- ensure recording and matching of all food service costs and revenues so that financial reports depict whether operations are self-supporting.

During the fall of 1991, the President of PRCC paid \$193.87 for a personal social event catered by Morrison's, even though charges for the event amounted to \$727.76 that the President eventually paid after PEER's investigation. While PEER has no evidence that the President used his position to receive a service below cost, he should have questioned the \$193.87 charge from a college contractor.

305. A PERFORMANCE AUDIT OF THE PETROLEUM PRODUCTS INSPECTION PROGRAM, December 14, 1993, 64 pages

The Mississippi Department of Agriculture and Commerce inspects fuel outlets for pump accuracy and fuel quality. DAC uses no outcome measures to gauge program achievement. The Petroleum Laboratory at Mississippi State University, which tests the quality of petroleum products, cannot process fuel samples as efficiently as it should due to outdated equipment.

The Legislature should consider centralizing control of the petroleum products inspection program under one agency, such as the Mississippi Department of Transportation (MDOT). Transferring the program to MDOT would provide special-fund, user-fee financing, put responsibility on the agency that has a vested interest in fuel tax collections, and eliminate \$681,000 in general fund costs.

304. PERFORMANCE AUDIT OF THE MISSISSIPPI DEPARTMENT OF TRANSPORTATION'S ADMINISTRATION OF THE 1987 FOUR-LANE HIGHWAY PROGRAM, November 3, 1993, 32 pages

MDOT estimates that it needs to spend \$613 million more than originally estimated to finish the 1987 Four-Lane Program and that Program revenues will fall short by \$305 million. The Transportation Commission has proposed an extension of Program funding from August 31, 2001, to August 31, 2002.

In 1986, MDOT understated cost estimates by using statewide averages that did not factor in costs of bridges, interchanges, urban construction, and inflation. MDOT officials also did not refine original estimates, believing that changes might jeopardize approval of the Program by the 1987 Legislature.

MDOT's administration of the Program has been ineffective because of:

- failure to monitor revenues and expenditures sufficiently to recognize potential funding problems in a timely manner;
- incomplete reporting of Program activities;
- failure to let all contracts necessary to complete Phase I of the Program by June 30, 1993, as required by state law; and,
- failure to use \$424.2 million in interest earned on Program moneys to fund Program activities.

MDOT should refine its latest Program estimates and provide the Legislature with detailed projections at the beginning of the 1994 Legislative Session.

303. A REVIEW OF THE BUREAU OF BUILDING'S SELECTION OF ARCHITECTURAL AND ENGINEERING FIRMS, October 23, 1993, 21 pages

Since 1980, the Department of Finance and Administration's Bureau of Building, Grounds and Real Property Management has paid or contracted for over \$37 million in architectural/engineering fees does not show a definitive trend of biased or unsupported firm selections; however, because of weaknesses in the bureau's selection process and lack of strong documented uniform criteria, the potential exists for inequities in the bureau's selection of architectural/engineering firms.

PEER recommends that the bureau strengthen its documentation requirements, prescribe uniform proposal procedures for architectural/engineering firms, and formally follow up on each project with user agencies. The report also includes proposed draft legislation requiring the Bureau of Building, Grounds and Real Property Management to review and pre-approve all state agency architectural/engineering services except for self-generated funds projects of the Board of Trustees, Institutions of Higher Learning.

302. A REVIEW OF ISSUES RELATED TO COMPULSORY AUTOMOBILE LIABILITY INSURANCE, September 7, 1993, 18 pages

PEER addressed three issues related to compulsory automobile liability insurance:

- *Can it be determined by empirical data whether compulsory liability insurance causes insurance premiums to increase?* Little evidence exists to show that compulsory liability insurance drives rates up.
- *Does compulsory liability insurance necessitate the creation of a large enforcement bureaucracy?* Imposition of compulsory liability insurance does not require the creation of an expensive enforcement mechanism.
- *What impact does compulsory insurance have on drivers in low socioeconomic groups?* Persons who live at or near the poverty line must pay a high percentage of their incomes to acquire insurance.

The problems suggested by the three questions, therefore, do not constitute a sound basis for opposing compulsory liability insurance. Furthermore, Mississippi requires drivers to be financially responsible and to show either

proof of insurance or post bond if they inflict damages on another as a result of careless driving. All drivers, regardless of income and resources, are legally responsible to make restitution to those they injure.

301. A REVIEW OF THE PEARL RIVER VALLEY WATER SUPPLY DISTRICT'S USE OF REAL ESTATE CONSULTANTS, July 21, 1993, 49 pages

The Pearl River Valley Water Supply District has used real estate consultants since 1963. PEER found that the district:

- has become unquestionably dependent on real estate consultants, while depriving management of expertise and proper controls of leased real estate;
- procured contracts without properly assessing its needs or receiving direction from strong district goals and objectives and without using competitive procurement;
- paid unreasonable commissions (based on inaccurate lease valuations) to consultants rather than direct hourly compensation;
- spend over \$1.6 million from April 1983 to July 1992 for a single contractor's services; and,
- spent \$1,011,516 more for the consultants than authorized by the State Personnel Director and than allowed per the contract terms.

In addition, without sufficient documentation and without explicit statutory authority, the State Personnel Director disapproved H. C. Bailey Management Company's contract on June 29, 1992, and then on March 24, 1993, approved Eastover Realty Corporation's contract for similar services.

300. AN EXPENDITURE REVIEW OF THE MISSISSIPPI AUTHORITY FOR EDUCATIONAL TELEVISION AND RELATED FOUNDATIONS, July 21, 1993, 93 pages

The Mississippi Authority for Educational Television (MAET) relied excessively on MAET executive managers to formulate and implement policy without appropriate review and control. As a result, MAET managers:

- without board oversight, determined agency mission and planning, and directed expenditures for production projects, contractual services, and capital assets;

- expended \$857,590 for questionable or uneconomical purposes, including \$347,165 in state funds and \$510,425 in Foundation funds;
- used \$42,941 in MAET funds to employ a public relations consultant who actually worked in the Governor's Office; and,
- spent MAET and Foundation funds for Mississippi EdNet Institute, Inc., without oversight of either board.

MAET's former Executive Director, A. J. Jaeger, violated state law by working on Foundation-related activities during MAET working hours. As a result, MAET should not have paid Jaeger \$3,208 in state funds for work performed on behalf of the Foundation during MAET working hours.

299. SCHOOL DISTRICTS' FY 1992 SPENDING FOR CENTRAL OFFICE ADMINISTRATORS' AND PRINCIPALS' SALARIES AND POTENTIAL ADMINISTRATIVE SAVINGS AVAILABLE FOR REDIRECTION TO CLASSROOM INSTRUCTION, June 16, 1993, 53 pages

Mississippi school districts spent \$94 million on salaries for central office administrators and principals in FY 1992 (approximately \$110 million with fringe benefits). Spend per pupil for central office and principals' salaries varied by almost 700% from the highest-spending district to the lowest-spending district. However, districts spending more on administrative salaries did not perform better on measures of student achievement than low-spending districts with comparable students.

Without consolidating districts, Mississippi's 149 school districts could redirect more than \$8 million in administrative salaries and fringe benefits into classroom instruction by limiting administrative salary spending to \$225 per pupil for small districts and \$200 per pupil for districts with more than 3,500 students. Slightly more could be redirected statewide by combining a cap on administrative salary spending with county-wide consolidation of districts in thirteen counties.

298. STATE AND LOCAL GOVERNMENT USE OF THE FUELMAN FUEL ACCESS SYSTEM, June 16, 1993, 30 pages

PEER reviewed state and local government entities' use of Fuelman, a commercial, for-profit, automated fuel access system operated by R. R. Morrison of Vicksburg, Mississippi. Fuelman purchasers insert special cards into electronic card readers attached to gasoline pumps. The readers transmit billing information to a central computer system which also provides the purchaser with

management information on fuel use by each vehicle and driver in the fleet.

According to a recent Attorney General's opinion, use of Fuelman by governmental entities without first requesting bids is legal, as no single fuel purchase exceeds \$500. PEER recommends that the Legislature require bids for fuel access systems regardless of whether each purchase is for less than \$500.

Of those agencies and local governments using Fuelman, not all make effective use of the management information, and none audit bills to insure proper charging.

297. FY 1992 ACTUARIAL REVIEW OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM OF MISSISSIPPI, April 13, 1993, 22 pages

Retirement allowances provided by Mississippi's Public Employees' Retirement System (PERS) compare favorably to similar systems nationally and are above average in the Southeast. Employer contribution rates are near average.

However, Mississippi's employee contribution rates are the highest in the Southeast, and are well above the national average. Also, asset accumulation for PERS lags behind the norm for other systems. Increases in the Unfunded Accrued Liability show that PERS has grown weaker in the past five years.

The Legislature and the PERS Board of Trustees should place heightened emphasis on improving the funding status of the plan. The practice of funding benefit increases through extending the amortization period should be abandoned. The amortization period should be fixed, and future benefit increases should be matched with increased contributions.

296. PROMOTIONAL PRACTICES OF THE MISSISSIPPI DEPARTMENT OF CORRECTIONS FROM JANUARY 1, 1992, THROUGH FEBRUARY 1, 1993, RESULTED IN QUESTIONED COSTS OF \$123,990, April 13, 1993, 18 pages

The Department of Corrections uses an automatic formula which inflates salaries of all promoted employees and new hires above minimum levels set by the State Personnel Board. For the period January 1, 1992, to February 1, 1993, this practice cost \$123,990 above minimum levels. Although PEER suggests some of the costs may be justified, the State Personnel Board approved the extra expense without forcing the Department of Corrections to justify why the higher salaries were needed. (PEER suggests that the Personnel Board may be permitting the same unjustified expenses in other state agencies.)

The Department of Corrections also has not properly implemented the state's Employee Performance Appraisal System and does not apply performance appraisals when raising an employee's salary after promotion.

295. A LIMITED MANAGEMENT REVIEW OF THE DEPARTMENT OF WILDLIFE, FISHERIES AND PARKS, April 13, 1993, 84 pages

The Executive Reorganization Act of 1989 merged the formerly independent agencies constituting the Department of Wildlife, Fisheries and Parks in order to house conservation and outdoor recreation programs and administration under one roof. Management, however, has not efficiently coordinated resources as the merger intended. DWFP has not revised its five-year strategic plan to include all areas of responsibility granted in 1989. Poor recordkeeping and inconsistent application of policies hamper timely collection of license revenues. DWFP management has still not improved collections of half-fine money owed to the department, a problem PEER noted in 1982.

DWFP has not followed state law regarding additional training for Bureau of Marine Resources law enforcement officers. The department cannot ensure that property seized due to violations of DWFP laws is accounted for and/or stored as evidence in an appropriate holding facility until trial or forfeiture proceedings commence. DWFP's fleet information system is not adequate and fails to provide a valid basis for vehicle assignment, purchases, replacement, and maintenance.

294. A MANAGEMENT REVIEW OF THE INSTITUTIONS OF HIGHER LEARNING: COMMISSIONER'S OFFICE, UNIVERSITY FOUNDATIONS AND ATHLETIC PROGRAMS, March 12, 1993, 238 pages

PEER strongly supports private donors and foundation board members who raise money for state university academic programs and student activities. However, the Board of Trustees of Institutions of Higher Learning (IHL) does not fulfill legislative and constitutional intent to assure that funds available to the Commissioner and donated to universities are spent efficiently and according to donor intent. The board also fails to assure efficient use of money donated to and earned by university athletic departments. Although university foundations control 77% of endowments held for the benefit of Mississippi universities (\$80 million) and received \$1.77 million in state funds in FY 1992, university officials oppose state oversight of university/foundation fiscal practices.

University officials receive additional compensation from university foundations and the Commissioner receives additional compensation from the Commissioner's Fund, both without legal authorization from the IHL board of

Trustees. University administrators used public funds (athletic department bowl receipts) to finance bowl game entertainment and gratuitous travel for officials other than coaches and students. They also used unrestricted foundation donations for gratuitous travel, entertainment, and gifts to IHL board members and the Commissioner.

Other findings:

- University foundations routinely contract with businesses in which foundation board members have economic interests.
- Athletic directors at MSU, UM, and USM divert revenues earned by state-supported activities into private corporations not subject to state control. The athletic directors from MSU and UM receive benefits from such corporations. The MSU athletic director holds an ownership interest in a for-profit company operated by state employees which he attempted to conceal from PEER.
- The IHL board of trustees violated Section 96 of the MISSISSIPPI CONSTITUTION by approving \$282,843 in bowl bonuses during fiscal years 1991 and 1992.

293. AN INVESTIGATION OF ALLEGED FRAUD BY PERSONNEL OF THE MISSISSIPPI AUTHORITY FOR EDUCATIONAL TELEVISION AND THE FOUNDATION FOR PUBLIC BROADCASTING, March 9, 1993, 22 pages

In 1989, the Mississippi Authority for Educational Television (MAET) illegally issued a \$10,000 check to a California technician.

- MAET certified a false invoice, representing it as a valid claim.
- MAET Executive Director A. J. Jaeger knew no services had been rendered at the time of payment and, along with MAET business staff, perpetrated a fraud.
- The California technician and his employer, the National Broadcasting Company (NBC), rendered no services, and after cashing the check intended to return the money.
- NBC repaid the \$10,000 by check to the Foundation for Public Broadcasting, rather than MAET or the State Treasury. MAET personnel arranged the repayment to be deposited in the Foundation as a debt to the state, but then compounded the fraud by adjusting accounting records to reclassify the repayment from a debt to a donation to the Foundation.

Such conduct is illegal and is punishable under state and federal law through felony statutes proscribing embezzlement, fraud against the state, and interstate transportation of articles obtained by fraud. The Foundation repaid the \$10,000 to the State Treasurer on March 4, 1993, because of PEER's investigation.

A. J. Jaeger's relationship with the Foundation for Public Broadcasting could be unethical, and could jeopardize the Foundation's tax-exempt status.

292. 1992 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1992, June 1, 1993, 104 pages

The report details the PEER Committee's 1992 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

291. FOLLOW-UP REVIEW OF THE 1992 INVESTIGATIVE REVIEW OF THE STATE BOARD OF PHARMACY, December 16, 1992, 35 pages

PEER conducted a follow-up of its February 3, 1992, review of the State Board of Pharmacy and determined that the board has made significant progress in correcting deficiencies cited in the initial report.

The Board of Pharmacy has established a uniform penalty policy and a functioning Investigative Review Committee to hear reports on ongoing and potential investigations, as required by Senate Bill 2335 (1992 session). The board has improved its internal custody, control, and reporting procedures for the staff's destruction of excess or unwanted controlled substances sent in by registrants. In an effort to improve the effectiveness of its compliance agents, the Board of Pharmacy has compiled a "how-to" inspection/investigative manual and provided basic firearms training.

290. A FOLLOW-UP REVIEW OF THE VETERANS' AFFAIRS BOARD, December 16, 1992, 23 pages

PEER conducted a follow-up of its 1991 review of the Veterans' Affairs Board and determined that the board has made significant progress in correcting deficiencies cited in the initial report.

The Veterans' Affairs Board has reviewed qualifications of its staff, and when necessary, has sought assistance from the State Personnel Board in doing so. The agency has improved its controls over funds donated to the Mississippi State Veterans' Home by individuals and

veterans' organizations, and has begun accurately accounting for personal funds which the home keeps for resident veterans. The agency plans to transfer its unidentified balance of \$29,394.54 to the State Treasury, and has responded affirmatively to six of eight critical audit findings cited in the Department of Audit's FY 1990 audit report of the Veterans' Affairs Board.

The Veterans' Affairs Board has also made progress in correcting life safety deficiencies in the Mississippi State Veterans' Home and plans to purchase a new van with a properly designed handicapped lift. The agency has also promulgated new policies with respect to the use of leave and board members' receipt of travel and per diem compensation.

289. A REVIEW OF THE STATE'S FINANCIAL STATEMENTS, FISCAL CONTROLS, AND STATEWIDE AUTOMATED ACCOUNTING SYSTEM, November 30, 1992, 116 pages [Required by the Budget Reform Act of 1992 (House Bill 505, 1992 Regular Session)]

The state's current financial statements and fiscal controls are not completely effective in their purpose of aiding the Legislature and the Governor to employ and be accountable for the state's limited resources. Current state financial reports contain dissimilar and incomplete information which must be reviewed piecemeal. The state's fiscal control system places too much emphasis on detailed control of expenditures and overlooks other methods of more effective control and direction of the state's financial resources.

The Department of Finance and Administration's statewide automated accounting system (SAAS) has specific benefits, but the system has not reached its full potential and has not been a high state priority.

The dominant influence over the state's fiscal controls is the budgeting system. The current budgeting system contributes to the following weaknesses: control by line-item expenditures (salaries, travel, etc.) rather than more effective controls by agencies' activities (the services and results delivered with the funds provided); focus on State Treasury accounts (source of resources) rather than the more appropriate focus on generally accepted accounting principles funds (use of resources); and, the lack of determined fiscal priorities and evaluation of agencies' performance toward objectives.

288. A LIMITED REVIEW OF THE EFFECTIVENESS OF THE STATE BOARD OF ELECTION COMMISSIONERS IN RESOLVING CON-

TESTED LEGISLATIVE ELECTIONS, November 30, 1992, 13 pages

PEER evaluated the effectiveness of the Board of Election Commissioners (composed of the Governor, the Attorney General and the Secretary of State) in resolving qualifications disputes between candidates for the Legislature.

The Mississippi Supreme Court said in *Foster v. Harden*, 536 So. 2d. 905 (Miss, 1988) that qualifications disputes between legislative candidates are within the exclusive jurisdiction of the Mississippi House of Representatives and the Senate, based on Section 38 of the MISSISSIPPI CONSTITUTION.

PEER recommends that the Legislature authorize county elections commissions to collect information regarding candidates' qualifications for the House and the Senate when these bodies draw conclusions on candidates' qualifications in contested elections.

287. A LIMITED REVIEW OF THE GOLDEN TRIANGLE REGIONAL MEDICAL CENTER: OWNERSHIP ISSUES AND ROLE OF SUPPORT CORPORATIONS, November 16, 1992, 42 pages

On August 24, 1992, the Lowndes County Board of Supervisors voted to advertise for sale or lease of Golden Triangle Regional Medical Center (GTRMC), a 326-bed county-owned public hospital located in Columbus, Mississippi. The board of supervisors failed to utilize a systematic approach and objective criteria to determine whether to sell or lease GTRMC. In addition, the board of supervisors and GTRMC Board of Trustees did not formally evaluate all eleven proposals received for the sale or lease of GTRMC prior to selecting Baptist Memorial Health Care Systems' proposal for further negotiation.

Local health care supporters organized four corporations to expand community involvement in health care, particularly that provided by GTRMC. However, GTRMC employees influence operation of the corporations heavily, thus compromising the corporations' original intent.

286. THE PRIVATIZATION POTENTIAL OF MISSISSIPPI'S STATE PROGRAMS AND SERVICES, November 30, 1992, 79 pages [Required by the Budget Reform Act of 1992 (House Bill 505, 1992 Regular Session)]

Over the past decade, Mississippi has experienced an increasing demand for public services, increasing operational costs for existing programs and services, and the need for new revenue sources. To solve these problems, elected officials and governmental managers must employ every available management technique to improve both the efficiency and effectiveness of state programs

and services. The privatization of state government programs and services is one such management technique.

This report identifies potential candidates for privatization, gives fiscal year 1992 state costs for these candidates, and proposes a privatization program under the oversight of a new Joint Legislative Privatization Commission. The suggested potential candidate pool for privatization includes eighty-nine state programs and four sub-programs in thirty executive branch agencies with \$631,721,344 in expenditures and approximately 23,020 full-time equivalent employees, plus twenty-two selected government-wide support services (e.g., printing, facility maintenance) at a reported cost of \$314,332,656 with approximately 10,119 full-time equivalent support employees.

285. A LIMITED REVIEW OF THE MANAGEMENT OF TAX-FORFEITED LANDS BY THE DIVISION OF PUBLIC LANDS, OFFICE OF THE SECRETARY OF STATE, November 16, 1992, 26 pages

The Office of the Secretary of State manages and sells land forfeited to the state for non-payment of local property taxes. For those sixty-nine counties for which the Secretary of State has current computer records, the number of land tracts available for sale totals 7,776. Although the office advertises individual parcels and maintains lists of such properties accessible to the public, the office does not aggressively market the lands; does not have a formal procedure to define how long the office works with delinquent owners before offering lands to the highest bidders; and, while offering certain "blighted" properties at a reduced price, the office has not defined the term "blighted."

Counties have been lax in reporting market values and record owners of such lands, and no state agency regularly inspects these lands for trespass or waste. While many persons have disputed the revenue-generating capacity of tax-forfeited land sales, the Secretary of State estimates that approximately \$500,000 per year (up to a cumulative total of \$5 million) in new revenue could be generated, based on parcel values of \$13 million.

The Secretary of State should strengthen sales and management of public lands and consider privatizing the function to a real estate firm, or the Legislature could, by statute, allow lands to be sold or managed by the counties.

284. A REVIEW OF THE MISSISSIPPI DEPARTMENT OF TRANSPORTATION'S PROCEDURES FOR THE PROCUREMENT OF PRO-

FESSIONAL ENGINEERING SERVICES, October 19, 1992, 25 pages

Since July 1, 1989, the Mississippi Department of Transportation (MDOT), formerly the State Highway Department, has utilized its own engineers to design 437 projects and has awarded twenty-seven engineering design services contracts totalling \$5,417,626 to private-sector engineers. MDOT awarded ten of these contracts (37%), totalling \$2,987,253, to out-of-state engineering firms.

Although MDOT has complied with federal regulations concerning procurement of engineering services, it has not complied with MISS. CODE ANN. Section 73-13-45 (1972) in four of the ten contracts awarded to out-of-state engineering firms. In addition, MDOT's Internal Auditor serves on the Consultant Selection Committee, which is inconsistent with internal audit standards.

283. A LIMITED REVIEW OF THE RANKIN COUNTY BOARD OF EDUCATION'S PURCHASE OF FIRE AND EXTENDED COVERAGE INSURANCE, July 21, 1992, 41 pages

The Rankin County School District purchased fire and extended coverage insurance on April 22, 1992, for an annual premium of \$42,949. Although the school district's purchase of such insurance was exempt from state purchasing laws, the board's evaluation of bids received was flawed.

The school district determined the bid submitted by Great American Insurance Company to be the "lowest and best" because, although the bid was not the lowest monetarily, the district considered evaluation criteria not contained in the formal request for proposals. If state purchasing laws had been applicable to the school district's purchase of insurance, the district's evaluation process would have violated state purchasing laws.

PEER recommends that the Legislature amend state purchasing laws (MISS. CODE ANN. Section 31-7-13 [1972]) by deleting the exemption which allows governing authorities to purchase fire, automobile, casualty, and liability insurance without first receiving sealed, competitive bids.

282. A REVIEW OF THE OFFICE OF SOCIAL SERVICES OF THE DIVISION OF FAMILY AND CHILDREN'S SERVICES, July 21, 1992, 87 pages

PEER finds no compelling reason for the Office of Social Services (OSS) to change its current organization structure, an appropriate and viable regional social service delivery concept set forth in Sections 35-41, Chapter 500, *Laws of 1986*. However, OSS has not reached its fullest service potential because it has not developed a quality

assurance system capable of identifying and addressing individual failures and needs that limit the office's effectiveness.

The Office of Social Services should develop or refine the following components of a comprehensive quality assurance system:

- valid employment standards;
- relevant initial training and continuing education for service workers;
- a routinely conducted, quality-based employee appraisal system;
- ongoing assessments of the adequacy and placement of staff resources and analysis of the service needs of its clients; and,
- a documentation system that provides management with timely and accurate exception reports for system correction.

PEER makes specific recommendations on how these components should be developed and implemented.

281. AN INVESTIGATION OF THE ACTIVITIES OF THE MANSION TRUST AND ITS RENOVATION OF THE GOVERNOR'S MANSION, June 23, 1992, 44 pages

In 1988, associates of then-Governor Ray Mabus formed The Mansion Trust to renovate the private quarters of the Governor's Mansion. According to Trust bylaws and articles of incorporation, its sole purpose was to benefit the Governor's Mansion. The Trust was insolvent as of May 5, 1992, and in default on debt of \$184,552 held jointly by Trustmark National Bank and deposit Guaranty National Bank.

PEER also found that:

- Trust officials solicited contributions for the Trust on the premises of the Governor's Mansion in violation of MISS. CODE ANN. Section 29-5-85.
- The Office of General Services, an agency controlled by the Governor, did not supervise the Trust's \$582,958 renovation as required by state law.
- The Trust did not fully inform the Department of Archives and History about bank loans and plans to provide furnishings only during the Mabus term.
- The Trust sold Trust furnishings with an original cost of \$33,420 to Governor Mabus for \$30,963 eight days before the end of the Governor's term.

PEER recommends corrective legislation clarifying authority of the Office of General Services and the Department of Archives and History over renovations of state buildings financed by private funds.

280. A REVIEW OF THE RENEGOTIATION OF RANKIN COUNTY SCHOOL DISTRICT SIXTEENTH SECTION LEASES, May 26, 1992, 17 pages

Rankin County School District is renegotiating its sixteenth section leases in accordance with directives by the Secretary of State and as guided by the MISSISSIPPI CONSTITUTION and state statutes.

As a result of these renegotiations, the district has increased annual rental least amounts by 1000%, from \$22,449 (before renegotiations) to \$246,990 (at March 30, 1992). Total rental values for these leases is now \$7,975,141, in comparison with \$601,834 before renegotiations. The accumulated costs (July 1, 1985, through March 30, 1992) associated with the renegotiations totals \$595,222, equivalent to approximately two and three-quarters years of additional revenues collectible under the leases.

No provisions in the law allow school districts to recover related costs from lessees. The school districts must absorb the related costs and, if litigated, rely on the court system to award these costs back to them, which cannot be guaranteed.

The Rankin County School District has forty-six active lawsuits related to these mandated renegotiations. The first suit has recently been heard; outcome of this litigation could affect future cases and related costs.

279. A REVIEW OF MANAGEMENT OF THE OFFICE OF YOUTH SERVICES BY THE DEPARTMENT OF HUMAN SERVICES, May 26, 1992, 22 pages

The Department of Human Services (DHS) incorporated the formerly independent Department of Youth Services as a result of 1989 legislation reorganizing certain executive branch agencies.

The merger of Youth Services did not reduce duplication and fragmentation of children's services, as was suggested by the 1988 Governor's Reorganization Commission proposal.

- Youth Services' annual administrative personnel costs increased by \$109,000.
- Multiple levels of DHS management control hampered the Office of Youth Services, with

personnel, purchasing, and budgeting functions becoming more complex.

- Youth Services' control by a gubernatorial appointee diminished the office's ability to focus on serving delinquent youth. Youth Services must compete for resources with other statewide priorities of the Governor (e.g., education, economic development).
- The level of in-service training provided to Youth Services employees decreased.

278. AN ANALYSIS OF ATTENDANCE AT MISSISSIPPI VETERANS MEMORIAL STADIUM DURING THE 1991 MISSISSIPPI VALLEY STATE UNIVERSITY -VS- JACKSON STATE UNIVERSITY FOOTBALL GAME, March 30, 1992, 18 pages

In response to a legislative request, the PEER Committee reviewed the Veterans Memorial Stadium official attendance count during the September 29, 1991, Mississippi Valley State University (MVSU) versus Jackson State University (JSU) football game. Based upon statistical correlation between food sales and attendance, PEER confirmed the stadium's estimate of 32,459. The 51,233 figure estimated by MVSU was based upon an unscientific sportswriters' poll.

277. 1991 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1991, February 15, 1992, 101 pages

The report details the PEER Committee's 1991 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

276. A REVIEW OF THE STATE DEPARTMENT OF EDUCATION'S INTERNAL MANAGEMENT AND ITS OVERSIGHT OF DISTRICT AND STUDENT PERFORMANCE, February 19, 1992; Volume I—284 pages, Volume II—311 pages

- The State Department of Education spends 44% of the state general fund and oversees public education, which accounts for 25% of all general expenditures of state and local government in Mississippi.
- The State Board of Education is moving toward "de-regulation" of districts and reduc-

tions in testing, even though 10% of students tested cannot master reading, math, and writing and 37% fall below minimum performance levels in at least one of these subjects.

- Low accreditation standards, excessive technical jargon, and the use of district averages make it difficult for parents to hold school officials accountable.
- Only 145 of the department's 754 employees work in the division that provides curriculum support to regular classroom teachers; 525 work in other programs and 215 work at the Schools for the Deaf and Blind.
- The Associate Superintendent of Vocational-Technical Education has not been accountable to either the Board or State Superintendent of Education since 1986.
- Vocational-technical education received \$10 million more in general funds in FY 1989 through 1991 than needed to maintain federal funding, including a \$1.8 million deficit appropriation in FY 1991.
- The Minimum Program law requires excessive paperwork, is less precise than systems used in 42 other states, and permits "double-counting" of certain special education and vocational-technical students.
- The board's five-year plan is not comprehensive, lacks measurable outcomes, and has not been used effectively to guide departmental budgeting and services to school districts. The department does not have effective internal audit and program evaluation systems.

275. INVESTIGATIVE REVIEW OF THE STATE BOARD OF PHARMACY, February 3, 1992, 32 pages

PEER investigated allegations of inequitable investigative procedures and selective enforcement of state laws and regulations by the Pharmacy Board and its former Executive Director. The Pharmacy Board's practice of making its Executive Director totally responsible for the issuance of official board charges without written guidelines allows for inequitable enforcement of regulations. In addition, the board's discretionary authority and failure to review violation and fine patterns in determining penalties for noncomplying pharmacists can result in inevitable penalties.

274. LIMITED FOLLOW-UP REVIEW OF THE VETERANS' HOME PURCHASE BOARD'S

**LOAN PROCESSING, LOAN SERVICING,
AND MANAGEMENT, December 17, 1991, 16
pages**

The Veterans' Home Purchase Board (VHPB) has taken positive steps to address loan processing, loan servicing, and management weaknesses identified in PEER's 1988 review.

The board computerized its mortgage processing system, improved the timeliness of loan processing, and increased publicity of its loan program—all badly needed improvements correcting long-standing weaknesses identified by PEER in 1974, 1980, and 1988.

273. FY 1990 ACTUARIAL REVIEW OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM OF MISSISSIPPI, December 17, 1991, 61 pages

MISS. CODE ANN. Section 25-11-101 (1972) requires PEER annually to review actuarial and financial aspects of the Mississippi Public Employees' Retirement System. This year's review focuses on adequacy of benefit levels, the impact of new Governmental Accounting Standards Board reporting requirements, and implications of the Tax Reform Act of 1986.

The report summarizes mechanisms for monitoring public retirement systems, including methods currently used by the Mississippi Legislature.

272. A LEGAL REVIEW OF CERTAIN PROPERTY FORFEITURES EXECUTED FOLLOWING CRIMINAL INVESTIGATIONS, December 17, 1991, 39 pages

No state laws require law enforcement authorities to follow orderly inventory, custody and disposal procedures for property seized during gambling, bingo, drug and other vice arrests.

Laws governing the distribution of forfeited assets are not uniform and allow prosecutors to choose the provision most likely to result in a favorable distribution of assets. Disposition provisions of the Racketeer Influenced and Corrupt Organization Act are unclear regarding payment of investigative expenses from seized assets.

271. A REVIEW OF THE MISSISSIPPI STATE DEPARTMENT OF HEALTH'S DISTRICT I

**HOME HEALTH AGENCIES, December 17,
1991, 29 pages**

The Department of Health's District I home health services program, which covers nine counties in northwest Mississippi, has had a history of policy compliance and management problems. Despite repeated unsatisfactory evaluation reports of the district's home health program, the State Health Officer, the District I Director, the District I Administrator, and the District I Home Health Supervisor have not taken aggressive corrective action. As a result, the District I program has uncorrected problems in its patient care and quality assurance programs. In addition, district managers have not followed professionally accepted personnel management practices.

The district's Region B home health agency conducted a mass discharge of patients in the summer of 1991 which did not comply with departmental policies and may have left patients without arrangements for further health care.

270. REVIEW OF THE STATE OF MISSISSIPPI'S EMPLOYEE HEALTH INSURANCE PLAN, December 17, 1991, 60 pages

For the past four years, Department of Finance and Administration (DFA) managers have postponed making necessary, but politically unpopular, business decisions to manage the State Employees' Health Plan. DFA also did not develop an adequate system to monitor the position of the reserve fund regularly and analyze claims data and usage patterns upon which to base management decisions.

DFA allowed the Plan to become financially unsound with only \$3 million in cash reserves at October 31, 1991, far short of the industry standard (\$17.9 million, which represents the claims liabilities owed by the Plan) and well below the May 1988 \$25 million reserve. This depletion of reserves occurred because DFA failed to follow the recommendations of its actuarial consultants to raise premiums. As a result, the state or state employee Plan members will have to finance large premium increases in one year rather than smaller increases over a period of several years.

269. DEFICIT SPENDING IN MISSISSIPPI STATE GOVERNMENT: A FOLLOW-UP REVIEW, November 7, 1991, 4 pages

The PEER Committee's *Deficit Spending in Mississippi State Government* (FY 1990) took exception to the Department of Finance and Administration's permitting agencies to pay for a prior year's obligations with the current year's appropriated funds. In order to follow up on state agencies' compliance with legal spending limits estab-

lished by the Legislature, the PEER Committee authorized this second review of year-end expenditures.

From a random sample of 277 general fund transactions made by various state agencies between July 1 and August 1, 1991, PEER identified twenty-six transactions (9.4% of the sample) in which state agencies incurred obligations during fiscal year 1991 but requested that the Department of Finance and Administration issue warrants to pay the obligations from fiscal year 1992 appropriations. The total dollar value of such transactions identified in the sample was \$15,039 (3.2% of the dollar value of all transactions tested). Two agencies' obligations represented deficit expenditures, as they exceeded those agencies' remaining legal spending authority at fiscal year 1991 year end.

After reviewing the results of the random sample of general fund expenditures, PEER concludes that state agencies, as a whole, did not incur substantial obligations at the end of fiscal year 1991 to be paid from fiscal year 1992 appropriations.

268. A LIMITED MANAGEMENT REVIEW OF THE VETERANS' AFFAIRS BOARD, November 7, 1991, 70 pages

The seven-member Veterans' Affairs Board has not provided adequate oversight of the agency's Executive Secretary and administrative staff, resulting in safety deficiencies in the Mississippi State Veterans' Home which have been cited by the State Board of Health and the United States Department of Veterans' Affairs.

The board's inadequate oversight has also resulted in weaknesses in the agency's accounting operations. Specifically, the agency cannot account for all patients' personal funds, did not follow its own procedures governing expenditure of personal funds, and has not established procedures to govern the use of donated funds. The agency also has not implemented all recommendations made by the Department of Audit in its FY 1990 audit report on the Veterans' Affairs Board.

The State Veterans' Home van compromises patient safety because the vehicle's power lift is not properly equipped to carry wheelchair-bound persons. The agency also has not devised a needs-based plan governing the acquisition of equipment.

267. AN ANALYSIS OF LOCAL GOVERNMENT FUNDING AND SERVICES: LAUDERDALE COUNTY/CITY OF MERIDIAN/TOWN OF MARION, November 7, 1991, 61 pages

Lauderdale County and the City of Meridian have engaged in a lengthy debate over the terms "tax equity" and

"double taxation." At the request of Lauderdale County, PEER sought to clarify certain issues around which the debate centers:

- No accepted definitions exist for the terms "tax equity" and "double taxation."
- \$4.5 million of the county's \$7.5 million in ad valorem taxes for fiscal year 1990 (60.2%) was collected on property in the City of Meridian.
- Lauderdale County residents outside of Meridian's city limits provided \$1.4 million (19.76%) of Meridian's \$7.3 million in sales tax revenue for fiscal year 1990.
- 57.07% of Lauderdale County's road and bridge tax revenues for fiscal year 1990 originated within the City of Meridian, while 7.09% of Lauderdale County's disbursements from road and bridge tax revenues was used inside the City of Meridian.
- Local tax revenue originating in the City of Meridian provided 71.17% of the local government funding for Meridian Public Library and 55.50% of the local government funding for the Multi-County Community Service agency during fiscal year 1990.

266. A REVIEW OF HOSPITAL PRIVATIZATION IN MISSISSIPPI AND A SUMMARY OF THE LEASE PROVISIONS OF METHODIST MEDICAL CENTER AND BAPTIST MEMORIAL HOSPITAL-NORTH, August 20, 1991, 34 pages

Privatization of public hospitals appears to be a trend throughout America because of the increasing cost of operations for public entities. Privatization of a public hospital occurs through sale, leasing or entering management contracts. Forty-four of Mississippi's 106 hospitals are public, with the remaining sixty-two hospitals operating under private management.

PEER reviewed the lease transactions of Methodist Medical Center in Jackson and Baptist Memorial Hospital-North in Oxford. If lease provisions of both leases are fulfilled, the public health and welfare of the citizens of Hinds and Lafayette counties may be improved. Both entities complied with all relevant state laws in their procurement of personal services for lease negotiations.

265. A REVIEW OF THE DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT, DIVISION OF ENERGY AND TRANSPORTA-

TION'S OIL OVERCHARGE PROGRAM, July 30, 1991, 93 pages

Oil overcharge funds were intended to provide court-ordered restitution to consumers overcharged by oil companies from 1973 through 1981. In Mississippi, the Department of Economic and Community Development's Division of Energy and Transportation promotes energy conservation and assistance programs through grants and contracts to individuals or firms who submit proposals for overcharge funds.

A July 1988 Division of Energy and Transportation news release and legal notice did not adhere to the division's own standard operating procedures for soliciting and selecting proposals. At the time of the 1988 news release and legal notice, the Board of Energy and Transportation had not prepared a statewide energy and transportation plan as mandated by state law. Without such a plan, the division had no basis on which to develop formal criteria to evaluate stripper well proposals in the context of the state's energy needs and court-ordered guidelines.

The division advanced installments of loan awards which were contingent upon completion of incremental tasks prior to the borrowers' completion of such tasks. The division also paid contractors who did not submit deliverables or failed to complete projects on schedule. PEER also identified a possible violation of state law involving a contractor who falsely claimed to be a registered professional engineer. Upon PEER's inquiry, the contractor suggested that this misrepresentation was due to an inadvertent error made during production of contract proposal documents.

264. LIMITED REVIEW OF MISSISSIPPI'S INSTITUTE FOR TECHNOLOGY DEVELOPMENT, July 30, 1991, 67 pages

Ninety-four members of the Mississippi House of Representatives requested a review of the Institute for Technology Development (ITD) focusing on financial controls and jobs and personal income produced.

Federal auditors are satisfied that ITD's financial system procedures and practices, including procurement, now comply with federal standards. The Institute has implemented several management controls, such as zero-based budgeting, designed to reduce waste.

With respect to ITD's role in the creation of new jobs and personal income, ITD has fallen far short of its original promise of 25,000 jobs and \$1 billion in new industry within ten years. Six years into its operation, the Institute claims creation of 625 high-tech and service sector support jobs and \$14 million in income from new industry. Only twenty-three of these jobs are in private "spin-off" companies in Mississippi.

263. REVIEW OF THE NORTHEAST MISSISSIPPI PLANNING AND DEVELOPMENT DISTRICT'S REVOLVING LOAN FUND, June 4, 1991, 53 pages

The Northeast Mississippi Planning and Development District (NMPDD) operates a revolving loan fund to promote long-term economic growth by creating jobs and stimulating private investment. The district's credit policies have not been consistent with federal and internal lending regulations or sound banking principles. The district made loans to parties related to district employees and agents by business or marriage, which may violate federal conflict of interest guidelines. NMPDD also has not followed federal grant agreement conditions prohibiting one district employee from association with certain grant programs, thus jeopardizing the district's funding from that federal agency.

262. REVIEW OF THE MISSISSIPPI BUREAU OF NARCOTICS' INVESTIGATION INTO ALLEGATIONS OF FRAUD INVOLVING AIRCRAFT REPAIR COSTS, June 4, 1991, 9 pages

In 1988, a Mississippi Bureau of Narcotics (MBN) agent investigated MBN aircraft repairs made in 1987. Neither the MBN's Executive Director nor the Commissioner of Public Safety clearly established who was to supervise the investigation, which was never completed and lacked critical investigative elements.

The MBN investigator testified to a PEER Committee subcommittee that the bureau does not consistently adhere to internal controls for seized property. Such lapses reportedly allowed an MBN employee without authorization to barter avionics from a seized aircraft for radio equipment and installation. PEER recommends that the Department of Audit review the bureau's adherence with the state's accounting and inventory procedures and purchasing laws.

261. 1990 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1990, March 1, 1991, 94 pages

The report details the PEER Committee's 1990 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

260. DEFICIT SPENDING IN MISSISSIPPI STATE GOVERNMENT, February 28, 1991, 7 pages

The PEER Committee takes exception to the Department of Finance and Administration's permitting deficit spending by state agencies. State statutes clearly prohibit deficit spending and the Mississippi Constitution provides the Legislature with sole authority to set spending limits. This report constitutes a warning to agency directors that PEER will take exception to any expenditure made by an agency in excess of its legal spending authority in a given year and may recommend recovery of misspent funds from responsible officials in each case.

The Department of Finance and Administration approved payment of \$1,173,617 in Department of Corrections obligations incurred during fiscal year 1990 with funds appropriated for fiscal year 1991.

Cecil Brown, the former Executive Director of the Department of Finance and Administration, suggested that this deficit spending practice has had the blessing of the Legislature in the past, that strict adherence with the law might "shut down" state government since many agencies indulged, and that the statutes are not clear with regard to the legality of such expenditures.

259. FOLLOW-UP REVIEW OF THE 1990 PERFORMANCE EVALUATION OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM, January 22, 1991, 15 pages

This report follows up on the recommendations made in PEER's 1990 performance evaluation of the Public Employees' Retirement System. The prior report evaluated internal accounting controls, management of the deferred compensation program, and contained an actuarial audit of the system.

PERS has implemented nearly all recommendations contained in PEER's 1990 report, with few exceptions. It has failed to seek a legislative appropriation to authorize its expenditures for investment managers' fees, relying on an outdated Attorney General's opinion which holds that the system is a private corporation.

258. THE IMPACT OF THE MISSISSIPPI EXECUTIVE REORGANIZATION ACT OF 1989 ON THE EXECUTIVE BRANCH OF STATE GOVERNMENT: PHASE TWO, January 22, 1991, 54 pages

House Bill 659, 1989 Regular Session, required a second and final PEER report on executive branch reorganization after one year of experience.

Reorganization reduced the number of state agencies from ninety-seven to eighty-five and produced a net savings to the state of \$143,458 in fiscal year 1990 and annual recurring savings of \$928,744 beginning in fiscal year 1991. All savings and costs as they accrue will be absorbed directly by the reorganized agencies.

PEER analyzed 397 performance indicators of reorganized agencies. There is no indication that reorganization *per se* improved the delivery of services. Performance for 25 percent of the indicators showed a clear improvement, while an almost equal portion (27 percent) declined. No clear conclusion could be drawn for the remaining 48 percent due to staffing changes or insufficient information.

257. A SURVEY OF STATE AGENCIES' USE OF PRIVATE ATTORNEYS, December 18, 1990, 21 pages

Recent court decisions have confirmed that the Attorney General has prior approval authority over state agencies' hiring of private attorneys. PEER's survey of one hundred sixty state agencies showed that at least eight agencies which contracted with private attorneys during fiscal year 1990 did not comply with this requirement. PEER also determined that, although the Attorney General's Office had verbally assisted agencies in complying with the pre-approval requirement, all agencies have not been notified in writing of the requirement.

Without state-level approval of private attorneys, the Legislature cannot be assured that agencies' expenditures of public funds for private attorneys are both warranted and efficient. In addition, without prior approval of private attorneys, the Attorney General cannot effectively direct and control the state's litigation policy.

256. FOLLOW-UP REVIEW OF THE 1989 ANALYSIS OF THE STATE'S CLERICAL SKILLS TEST ADMINISTRATION AND THE DEPARTMENT OF HEALTH'S RESPONSE TO STATE PERSONNEL BOARD PROCEDURES, November 20, 1990, 18 pages

The PEER Committee's 1989 *Review of the State's Clerical Skills Test Administration and the Department of Health's Response to State Personnel Board Procedures* contained six recommendations designed to strengthen the state's clerical skills test administration procedures and to prevent unqualified applicants from being certified as qualified. Three recommendations were directed to the Mississippi Employment Security Commission, one recommendation was addressed to the State Personnel Board, and the final two recommendations applied to the Department of Health.

PEER's follow-up found that all of the recommendations proposed have been addressed by the appropriate agency; however, weaknesses still exist in each agency's actions.

- MESC personnel should take greater care to ensure accuracy during their rescoring and monitoring efforts.
- The State Personnel Board should continue its monitoring on a more timely basis and re-emphasize the importance of the effort.
- The Department of Health should comply with its own procedures concerning performance appraisal.

255. A REVIEW OF USE VALUE PROCEDURES FOR ASSESSING AGRICULTURAL LAND FOR TAXATION PURPOSES, November 20, 1990, 48 pages

In 1980, the Legislature established the use value method of property appraisal, whereby agricultural and forest lands are valued according to the productivity of the land and income generated by it, rather than at market value. The State Tax Commission has the statutory responsibility for equalizing agricultural land assessments among counties. By failing to base use value computations on statistically valid sampling procedures and by adopting use values derived from procedures other than those set forth by statute, the Tax Commission has not ensured that agricultural land values are established in compliance with the law. Also, the commission has not adequately monitored the assessment of agricultural land to ensure that uniform and equal assessments exist among the eighty-two counties as required by law.

In addition, the State Tax Commission has not required evidence or support documentation from counties before approving changes in agricultural property tax assessments, which has resulted in the in appropriate reduction of property taxes.

254. A REVIEW OF A STATE DEPARTMENT OF HEALTH LEASE FOR A WOMEN, INFANTS AND CHILDREN PROGRAM WAREHOUSE IN TUNICA, November 20, 1990, 18 pages

The Mississippi Department of Health administers the Women, Infants and Children (WIC) Program (a food distribution program for pregnant women, nursing mothers and children) in each of its nine health districts. Due to hazardous building conditions, the District I WIC warehouse in Tunica was forced to relocate and lease a newly constructed facility. PEER reviewed the Tunica warehouse lease to determine whether the Department of Health complied with leasing guidelines of the Department of Finance and Administration's Division of Proper-

ty Management and to answer specific questions concerning the lease. PEER determined that breakdowns in the leasing process occurred at three points: with Department of Health management, with the District I WIC Warehouse supervisor, and with the Division of Real Property Management.

253. A REVIEW OF THE FINANCING OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM OF MISSISSIPPI, December 18, 1990, 55 pages

The current Mississippi state and local governmental employer's Public Employees' Retirement System (PERS) contribution rate is 9.75% of payroll, 5.53% to pay off the Public Employees' Retirement System's unfunded, accrued liability and 4.42% for current benefits. Given the 5.53% rate, the unfunded, accrued liability will be paid off by 2019. However, it is likely that the Legislature will be asked to increase benefits before that time, which could either require increases in contributions or push back the date at which the system will be fully funded. The method of financing the amortization period raises the issue of intergenerational equity: which generation of taxpayers will bear the burden of current retirement benefits?

This report recommends that the Legislature require the PERS board to adopt a market-related asset valuation in actuarial calculations and adopt a strategy for dealing with actuarial gains and losses.

252. A REVIEW OF CASH MANAGEMENT POLICIES, PROCEDURES AND PRACTICES OF MISSISSIPPI'S INSTITUTIONS OF HIGHER LEARNING, November 20, 1990, 41 pages

Cash management responsibilities of the entities of the Board of Trustees, Institutions of Higher Learning (IHL) are much greater than most state agencies' because most IHL funding remains outside of the Treasury after collection. Because the IHL board has not exercised oversight over university cash management practices, numerous instances of ineffective cash management have occurred.

- Eleven university officials and two IHL board members with direct or indirect cash management responsibilities also had financial interests in financial institutions with which their respective universities or offices were doing business.
- Four institutions and the IHL central office have not contracted with depositories as required by state law.
- Four institutions do not have formal cash management/investment policies and procedures.

- Five institutions do not obtain competitive bids on certificates of deposit, and five institutions solicit banking services based on public relations concerns rather than effectiveness and efficiency concerns.
- Five institutions did not adequately monitor collateral pledged by financial institutions to cover deposits in excess of federal insurance limits during fiscal year 1989.

As of June 30, 1989, over seventy-eight percent of endowments on behalf of Mississippi universities were held by private foundations and administered primarily by university officials with no state oversight.

251. A REVIEW OF THE DEPARTMENT OF HUMAN SERVICES' SECURITY CONTRACT FOR THE WILSON'S BUILDING, October 16, 1990, 23 pages

Because of concerns about employee safety, PEER reviewed the history of security contracts at the Mississippi Department of Human Services headquarters. On April 1, 1990, the Department of Human Services moved its administrative staff and computer equipment to the Wilson's Building, 3450 Highway 80 West, in Jackson.

The department did not conduct a security needs assessment and did not initiate a formal competitive bid process before entering into the contract with Young's Detective and Security Guard Service.

The department took corrective action after hiring an outside security expert to review security requirements. The PEER Committee recommends legislation to require competitive bids for all personal services contracts with the exception of contracts for any profession regulated by the State of Mississippi (such as architects, attorneys, or physicians).

250. A REVIEW OF MISSISSIPPI'S LONG-TERM CARE FACILITY LICENSING AND CERTIFICATION, THE EFFECT OF FEDERAL DE-REGULATION ON THE CERTIFICATE OF NEED PROGRAM, AND AN INVESTIGATION OF RELATED BUSINESS ACTIVITIES OF A FORMER BOARD OF HEALTH EMPLOYEE, October 16, 1990, 28 pages

The State Board of Health protects the interests of long-term care facility residents through the administration of its licensure and certification program. This program effectively administers state and federal regulations relative to quality of care and facilities. However, the State Board of Health has not provided long-term care facility operators with training and orientation concerning the objectives of the licensure and certification process. The program also lacks an intermediate state sanction suit-

able for facility operators whose conduct violates regulations but does not warrant revocation or suspension.

PEER presented three options concerning the construction of new long-term care facilities:

- retain the legislative moratorium on new beds;
- retain the certificate of need program and eliminate the moratorium; or,
- allow the free market to determine where beds will be located without state regulation or control.

PEER further determined that the activities of a former Board of Health employee in acquiring real property from an owner of a long-term care facility did not violate state law, but gave an appearance of impropriety.

249. A REVIEW OF THE DEPARTMENT OF FINANCE AND ADMINISTRATION'S DISPOSITION OF THE STATE'S CHARITY HOSPITALS' ASSETS, October 16, 1990, 25 pages

During the 1989 session, the Legislature mandated the closure of the state's charity hospitals, effective July 1, 1989. MISS. CODE ANN. Section 41-11-11 gave the Department of Finance and Administration (DFA) responsibility for disposition of charity hospitals' property, but did not specifically address how the department should implement and administer the property disposition requirements of the law. Although DFA's transfers of hospital buildings and land complied with statutory provisions, PEER determined that:

- DFA did not clearly establish property disposition duties and responsibilities.
- Neither the State Auditor's Office nor DFA established an accurate physical inventory of charity hospitals' property (valued at approximately \$2,687,398).
- DFA's failure to secure and control access to each hospital's property contributed to alleged theft.
- DFA did not establish property disposition criteria.

248. AN EVALUATION OF THE OFFICE CLOSINGS AND REDUCTION-IN-FORCE OF THE MISSISSIPPI EMPLOYMENT SECURITY COMMISSION, October 16, 1990, 76 pages

The Mississippi Employment Security Commission (MESCC) resorted to employee layoffs and local office

closures because House Bill 1498, which would have provided MESC with increased revenues, failed to pass the 1990 Legislature. PEER's review found:

- MESC is experiencing a project FY 1991 net funding shortage of \$1.7 million because of insufficient federal funding, legislative mandated salary increases and, consistent with federal law, the Governor's full use of 10% of Wagner-Peyser funds that could have been used by MESC.
- MESC's estimates of H. B. 1498's effect on the unemployment trust fund were inaccurate and were not based upon an actuarial impact study.
- MESC management did not take sufficient action to control expenditures to address declining resources. Out-of-state travel increased 84% from FY 1988 to FY 1989 and use of personal services contractors increased 245% from FY 1988 to FY 1990.
- The office closure plan was not based upon a comprehensive and objective method and was not in compliance with the state FY 1991 appropriation bill.
- While layoffs of unemployment insurance personnel complied with State Personnel Board regulations, a proposed plan for laying off employment service employees was not approved by SPB because of noncompliance with SPB rules. The employment plan was withdrawn after the Governor and MESC Chairman decided to keep offices open part time.

247. AN ANALYSIS OF TAX LEVIES OF THE PONTOTOC COUNTY SCHOOL DISTRICT, August 21, 1990, 12 pages

FY 1987 tax collections for the Pontotoc County School District exceeded the statutory limit; however, the school district properly requested the county to lower its FY 1988 tax levy to offset the excess. The tax levy and collections for the school district were within statutory limits for FY 1989. However, for FY 1987 and FY 1988 the county's individual levies for the Minimum Education Program misrepresented the Pontotoc County School District's local contribution required by state law to support the program.

246. FOLLOW-UP REVIEW OF THE 1989 ANALYSIS OF THE MANAGEMENT AND OPERA-

TION OF THE CENTRAL DATA PROCESSING AUTHORITY, August 21, 1990, 22 pages

The PEER Committee's 1989 *Management and Operational Review of the Central Data Processing Authority* contained eight recommendations to improve CDPA's management information systems, management process, and the Education Institute. PEER's follow-up found that CDPA addressed all eight recommendations in a constructive and timely manner.

245. 1989 SURVEY OF COST OF ISSUANCE EXPENSES OF LOCAL BOND ISSUES, August 21, 1990, 76 pages

PEER surveyed local entities to determine cost of issuance expenses of local bond issues during 1989. This report is an informational tool designed to provide legislators with an accounting of local bond issuance expenses. This report contains no conclusions and makes no recommendations.

244. A REVIEW OF THE AQUACULTURE AND POULTRY SCIENCE RESEARCH PROGRAMS OF THE DIVISION OF AGRICULTURE, FORESTRY, AND VETERINARY MEDICINE, MISSISSIPPI STATE UNIVERSITY, August 21, 1990, 34 pages

PEER found weaknesses in the way Mississippi State University's Division of Agriculture, Forestry, and Veterinary Medicine identifies aquacultural and poultry industries' research needs. In particular, the division's fragmented planning efforts lack specific priority-setting mechanisms and allow little formal industry participation in needs assessment. In addition, Mississippi State University research units lack a formal methodology to allocate research funding by department. As a result of fragmented research activities, breakdowns in communicating research results to industry users have occurred.

243. A STUDY OF MEDICAL MALPRACTICE CLAIMS IN MISSISSIPPI: 1980-1989, August 21, 1990, 52 pages

In response to a legislative request, the PEER Committee reviewed Mississippi's medical malpractice claims over the last decade. The request stemmed from a similar 1988 Minnesota study which drew nationwide attention. PEER found that average physician malpractice insurance rates increased over 200% from 1980 to 1989. Insurer's costs increased during this same period, primarily due to an increase in claims and higher costs of indemnifying claimants. However, the number of medical malpractice claims began showing a downward trend in 1988 and 1989.

242. AN ANALYSIS OF THE DEPARTMENT OF FINANCE AND ADMINISTRATION'S IMPLEMENTATION OF A UTILIZATION REVIEW PROGRAM AS PART OF THE STATE OF MISSISSIPPI'S COMPREHENSIVE HEALTH PLAN, August 21, 1990, 38 pages

Effective July 1, 1990, Department of Finance and Administration officials contracted with Healthmarc, Inc., for a state employee and retiree health insurance utilization review program similar to those of forty-seven other states. The contract costs \$1.70 per month per participant, or approximately \$918,000, annually. The department's consultants estimate that utilization review will save \$4 to \$5 million in FY 1990. The process assumes that prior consultation with Healthmarc professional staff will encourage participants to avoid unnecessary surgery, treatments, or hospitalization and to seek second opinions under certain circumstances.

PEER did not analyze the performance of the utilization review process to verify the accuracy of the projected program savings since the review program in Mississippi has just begun. PEER's unannounced tests found that Healthmarc employees complied with contract terms by responding to telephone calls as promptly as specified.

241. A REVIEW OF THE DESIGN AND EFFECTIVENESS OF MISSISSIPPI'S SYSTEM FOR AUDITING AVERAGE DAILY PUPIL ATTENDANCE, August 21, 1990, 45 pages

Mississippi's system for verifying the accuracy of average daily pupil attendance reports is too limited to ensure valid and equitable distribution of Minimum Program funds, which total \$835 million for FY 1991. The law places excessive reliance on arbitrary and unscientific pupil head-counting by personnel who, by law, cannot be required to be trained auditors. Statutes neither require examinations of attendance in accordance with generally accepted auditing standards nor any review of school districts' internal controls to ensure accurate and reliable attendance reporting systems.

For at least three administrations, the Office of the State Auditor has not paid sufficient attention to the important but limited role prescribed by law for Mississippi's school examiners. During the 1988-89 school year, the office failed to conduct 37 percent of the required number of preliminary counts and failed to conduct a full six counts in 93 percent of the cases where overreporting may have occurred as determined by the law. For many years, no counts have been conducted as required by law of pupils transported on school buses at public expense.

240. A REVIEW OF THE HINDS COUNTY YOUTH COURT SYSTEM AND DETENTION CENTER, August 21, 1990, 41 pages

The Hinds County Youth Court system is a cooperative effort of the City of Jackson, Hinds County, and the State Department of Human Services. The Hinds County Youth Detention Center, operated by the City of Jackson, is overcrowded, does not comply with all fire and safety standards, and has no organized physical education and recreation program.

- Some juveniles do not have the opportunity to continue their schooling.
- Youth detention attendants receive no formal, technical training.
- The Hinds County Youth Court fails to safeguard and control access to confidential juvenile records as required by state law.
- The Department of Human Services does not supervise and control access to confidential juvenile records as required by state law.
- The Department of Human Services does not supervise adequately the counselors it assigns to the youth court.

239. REVIEW OF THE INSTALLATION OF TELECOMMUNICATIONS EQUIPMENT AND THE CONSTRUCTION OF A SECURITY WALL IN THE EAST WING BASEMENT OF THE NEW CAPITOL, May 29, 1990, 10 pages

On March 25, 1990, the PEER Committee investigated telephone equipment and a newly constructed wall in the east wing basement telephone circuit room of the New Capitol. The equipment is part of a data communications network approved by the Central Data Processing Authority connecting the Governor's offices in the Capitol with the Governor's Mansion and Sillers Building. Although the security wall serves a useful purpose by preventing unauthorized tampering with circuitry and would probably have been approved by the Department of Archives and History as required by law, the Governor's Office and Division of General Services constructed the wall without the Department of Archives and History's prior approval.

238. MISSISSIPPI EXPORTS: A DISCUSSION OF BARRIERS AND DEVELOPMENTAL PROGRAMS AVAILABLE IN MISSISSIPPI AND

**OTHER STATES, WITH AN EMPHASIS ON
TRADE WITH CANADA AND LATIN AMERI-
CA, April 26, 1990, 84 pages**

Mississippi state government's export development resources are very limited, leaving the vast majority of potential Mississippi exporters on their own. Three state government employees in two separate departments engage in export development on a full-time basis, with part-time assistance provided by other department personnel, but there is no base of knowledge about Mississippi exporters, shipment destinations, types, and volume of exports. Until policy makers have such information, it may be unwise to undertake in a piecemeal manner any new or expended efforts with public funds that have export enhancement as an expressed or implied goal.

A lack of awareness among Mississippi manufacturers of the value and mechanics of exporting and a lack of local sources of export financing are significant barriers.

PEER was requested to determine the potential of Mississippi export niches in Latin America and Canada. While there is demand for Mississippi products in Latin America, most Latin American countries do not have the U. S. dollars to pay for the exports. Other than the state's general underdeveloped exporting strategy, there are no significant barriers to Mississippi's trade with Canada.

237. A MANAGEMENT REVIEW OF THE DIVISION OF GENERAL SERVICES' SECURITY SERVICES CONTRACT PROCESSES FOR THE CHARITY HOSPITALS, April 26, 1990, 26 pages

Effective July 1, 1989, the Division of General Services, Department of Finance and Administration, assumed custodial and liquidation responsibilities for the assets of the three charity hospitals closed by state law. The Director of General Services elected to contract with a private firm to provide security for a three-month period as assets were liquidated. Although personal services contracts are not subject to state competitive bidding requirements, the Director elected to solicit competitive bids but mishandled all phase of the procurement.

The Director did not adequately publicize the division's intent to contract, failed to advise prospective bidders of security requirements and bid evaluation criteria, and awarded the contract to other than the low bidder using a criterion that was not communicated to bidders. The division's action creates the appearance of favoritism and portrays a poor state government image to vendors and the public.

236. A REVIEW OF DEPARTMENT OF PUBLIC SAFETY CHECKING ACCOUNTS, April 26, 1990, 34 pages

Without statutory authority, the Department of Public Safety maintained a checking account outside of the state treasury from February 1988 to December 1989 to handle forfeited monies seized during criminal arrests. The department used the bank account as a savings account instead of a clearing account to transfer forfeited monies to the state treasury. As such, the account earned \$28,286 in interest which has not been transferred to the state general fund as required by state law.

The Department of Public Safety did not report actual receipts (\$590,078) and expenditures (\$246,000) of forfeited monies to the Legislature as required by state statutes for fiscal years 1988 and 1989.

The Department of Public Safety used an "overpayment recovery" process (normally used to re-spend monies refunded by vendors) as a means of escalating its budget improperly by \$387,251 during fiscal years 1988, 1989, and 1990. The department reimbursed its general fund account with forfeited monies for various purchases (primarily equipment) during this period and classified the reimbursements as "overpayment recoveries" As such, the transactions had no effect on the department's general fund allotments and were not reflected as expenditures against appropriations limits.

235. 1989 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1989, January 8, 1990, 126 pages

The report details the PEER Committee's 1989 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

234. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1989, February 14, 1990, 162 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$16,871,949 in FY 1989. This amount was a 1.9 percent decrease from FY 1988 expenditures, but 6.5 percent more than the FY 1987 travel expenditures. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide comparisons between FY 1988 and FY 1989. In addition, Table Q indexes names in Tables A through M. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information. Users should

read the introductory narrative before using the tables. PEER will prepare special reports from the data base for any legislator upon request.

233. REVIEW OF THE MISSISSIPPI STATE HIGHWAY DEPARTMENT'S HANDLING OF A BRIDGE EMBANKMENT SLIDE IN KEMPER COUNTY, January 10, 1990, 10 pages

On June 29, 1979, the State Highway Department executed an engineering contract with Kemp, Springer and Associates for improvement of 10.7 miles of Highway 45 between Porterville and Scooba. The project added two parallel lanes for 9.2 miles, four-lane construction for 1.5 miles, and construction of a bridge across a railroad site. The bridge embankment collapsed because Kemp, Springer's plans approved by the department did not require the construction contractor to utilize more stable materials. Because the Federal Highway Administration would not help finance repairs, the Highway Department used \$790,929 in state funds.

The failure could have been avoided if Kemp, Springer had followed the department's soils report recommendations and participants in the Highway Department's office review of plans had detected Kemp, Springer's omission.

232. A LIMITED REVIEW OF GROUP PURCHASE PROGRAMS UTILIZED BY PUBLIC HOSPITALS IN MISSISSIPPI, January 10, 1990, 12 pages

State law exempts public hospitals from state purchasing and bid laws and allows these hospitals to participate in group purchase programs. These programs have become an important purchasing alternative for public hospitals in the state. However, the law is unclear as to the definition of a *qualified group purchase program*. Currently, Mississippi public hospitals participate in groups that may not qualify under the law. State agency and university hospitals are not included as allowed group participants which, if allowed, could increase volume and result in lower prices. Also, the law does not make any state agency responsible for monitoring public hospital compliance with the law.

PEER suggests three legislative options:

- Define groups and specify the types of groups allowable;
- Eliminate the repeal date (July 1, 1991) and continue the public hospital exemption; and/or,
- Allow state, university, and public hospitals to

form a group purchase program with hospitals in other states.

231. AN OPERATIONAL AND FINANCIAL REVIEW OF THE MISSISSIPPI STATE PORT AUTHORITY, January 10, 1990, 46 pages

Due to a concerted effort by Mississippi State Port Authority (MSPA) management, the MSPA has made progress in correcting deficiencies identified in PEER's 1986 review in financial and administrative records, accounting, petty cash and property control. MSPA still must address compliance with legislative appropriation restrictions, bond reserve requirements, and the port's general business viability and financial integrity.

230. A PERFORMANCE EVALUATION OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM, January 10, 1990, 172 pages

The PEER Committee evaluated the Public Employees' Retirement System as required by Senate Bill 2437, 1989 Regular Session. PEER found no cause for alarm for retirees and the membership as to the security of the trust fund or present and future retirement benefits. PERS management has not performed well in several areas related to administration of the trust and has resisted oversight by other state agencies. Weaknesses or questionable areas include:

- Poor control over purchasing and inadequate internal audit coverage.
- Expenditure of \$13,702,915 over three years for investment management fees without legislative appropriation authority, \$842,987 for computer equipment and services without Central Data Processing Authority oversight, \$30,080 to employ the former executive secretary on an "emergency" basis after his retirement, and excessive out-of-state travel (a total of \$165,629 over a five-year period.)
- Accumulation of over \$3 million for building renovations without need.
- An actuarial audit by a national consulting firm states that PERS's assumptions regarding future economic experience are within an acceptable range, but are at the optimistic end of the range.
- A management review of the Deferred Compensation Plan by a local consulting firm notes a departure from the fee arrangement by the third-party administrator, a lack of independent analysis of the plan's investment performance, and limited audit and financial review of the plan's operations.

229. THE IMPACT OF THE MISSISSIPPI EXECUTIVE REORGANIZATION ACT OF 1989 ON THE EXECUTIVE BRANCH OF STATE GOVERNMENT: PHASE ONE, January 10, 1990, 36 pages

This report reviews progress made in executive branch reorganization per House Bill 659, 1989 Regular Session; identifies possible corrections needed in the original legislation; and provides a point of reference for the PEER Committee's second review required in 1991.

Preliminary analysis of the reorganization costs and savings data submitted by the Department of Finance and Administration shows a net cost to the state of \$52,745.66 as of October 1, 1989.

As of October 1, 1989, the primary transition effort has been on bringing the agencies involved into compliance with the organizational requirements of the law, and this basic aspect has been handled well. However, PEER has seen little persuasive evidence that the reorganization will save state government any appreciable amount of money or that it will improve service structures.

Three technical problems were identified in the implementation of H. B. 659. These problems included the inadequacy of the common organizational nomenclature section to the needs of state government, failure to address conflicts between the powers and duties of the Human Services Executive Director and the powers and duties of the State Board of Human Services, and the failure to clearly transfer certain federal-state programs to the Department of Public Safety. PEER has provided draft legislation to address these problems.

228. A REVIEW OF THE PASSAGE OF S. B. 2295 (REGULAR SESSION 1989), November 28, 1989, 6 pages

The Biloxi City Council asked the PEER Committee to investigate the actions of the conference committee in the passage of Senate Bill 2295 (Regular Session 1989). The council raised issues of ethics and illegality on the part of members of the conference committee. The PEER Committee found that no improper influence from any source was exercised on any member of the conference committee on S. B. 2295.

227. A LIMITED OPERATIONAL REVIEW OF THE ALCOHOLIC BEVERAGE CONTROL DIVISION, November 28, 1989, 17 pages

Internal accounting control and warehouse security weaknesses in the Tax Commission's Alcoholic Beverage Control Division include inconsistent inventory procedures,

unsupported inventory adjustments, inadequate controls over receipt of goods, and a lack of security over cash receipts. ABC also has not maintained warehouse security devices in proper working order. Some ABC personnel practices are not in accordance with the State Personnel Board's policies and procedures, including the Tax Commission's classification of warehouse workers and the promotion of certain classifications of employees.

226. A REVIEW OF SELECTED ASPECTS OF TRUCK WEIGHT ENFORCEMENT, November 28, 1989, 17 pages

The State Tax Commission has clear statutory authority through its Administrative Review Board to reduce or withdraw overweight truck penalties assessed by the commission's Bureau of Law Enforcement permanent and portable scale officers. Of 5,710 assessments in FY 1989, 146 were appealed, of which 46 (33%) were reduced or withdrawn. Of \$175,400 in penalties appealed, \$72,860 (41%) was eliminated by the board.

Contending the law intends the benefit of doubt to go to the violator, the Administrative Review Board has:

- Not provided a prosecution role for scale officers through written incident reports or officer testimony.
- Disregarded calibrated scale evidence and acted upon uncalibrated scale readings submitted by violators.

The Bureau of Law Enforcement also allows an additional, compounded 1% weight tolerance in circumstances where the law has already provided a tolerance for human error. The Tax Commission should improve training of enforcement officers, standardize field procedures, and provide a prosecution role in appeals proceedings.

225. A REVIEW OF THE STATE'S CLERICAL SKILLS TEST ADMINISTRATION AND THE DEPARTMENT OF HEALTH'S RESPONSE TO STATE PERSONNEL BOARD PROCEDURES, November 28, 1989, 27 pages

The state of Mississippi's clerical skills test procedures for potential state employees could allow fraud and deception and the hiring of incompetent and unqualified individuals. Mississippi Employment Security Commission test examiners did not consistently require examinees to present positive identification prior to taking tests and scored tests too leniently.

PEER initiated this review because the Department of Health continued to employ a Medical Records Clerk who could not type. Although the department eventually

removed the clerk whose incompetence threatened patient care, the demotion procedure took longer than necessary under State Personnel Board policy.

224. A REVIEW OF THE PROPOSED ADMINISTRATIVE MERGER OF THE MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY AND THE MISSISSIPPI BUREAU OF NARCOTICS, November 28, 1989, 49 pages

PEER reviewed the Commissioner of Public Safety's proposed administrative merger of the Bureau of Narcotics and Department of Public Safety and concluded that Mississippi statutes create an unclear relationship between the two entities. Although the commissioner's administrative merger plan probably exceeds statutory limitations, many merger components would be within statutory authority if the department avoided specified limitations.

The commissioner's proposed administrative merger would achieve some cost savings and more efficient use of personnel. However, much could be achieved without the full administrative merger. The administrative merger would not necessarily damage the bureau's identity and enforcement effectiveness, but would make the bureau more vulnerable to political interference and domination by the Highway Patrol than is possible under its current semi-autonomous status.

223. A MANAGEMENT AND OPERATIONAL REVIEW OF THE CENTRAL DATA PROCESSING AUTHORITY, October 25, 1989, 36 pages

Due to the achievements of the Central Data Processing Authority and its management team, Mississippi has achieved the original and additional legislative goals and intent which prompted the creation of the agency. Mississippi government has not experienced overcapacity and excessive cost problems in data processing to the extent experienced in some other states or the private sector. However, CDPA needs to correct deficiencies which hinder its effectiveness, efficiency, and total statutory compliance. CDPA project tracking procedures do not capture the management information needed to establish performance criteria and evaluate staff performance. The Authority also excludes some interested parties from its rulemaking process; overcharges State Computer Center clients in order to fund agency overhead costs; and permits some CDPA staff members who are paid as Jackson State University instructors to teach in the Education Institute during CDPA-paid work time. With the exception of the recommendation relative to the Education Institute, CDPA concurred with the recommendations contained in this report.

222. REVIEW OF STATE AGENCY OFFICE SPACE LEASING, August 22, 1989, 86 pages

PEER reviewed state office space leasing procedures of the Office of General Services, Division of Real Property Management.

The division has failed to fully develop and uniformly enforce a lease control system. Property Management has permitted leases to take effect without prior approval; does not inspect potential lease sites prior to approval; makes no attempt to enforce leasing policies and procedures by seeking to prevent payments for unauthorized leases; has no valid database for determining prevailing market rates for properties; and is not assuring that offices in flood zones have flood insurance.

The Division of Property Management contended that PEER's recommendations would be costly to implement and were based merely on differences of opinion as to management style. However, PEER's conclusion is that even though sufficient administrative resources and clear authority exist, the division is not an independent advocate for a locator of adequate and economical office space. The division's passive management style has resulted in a subjective process dominated by individual agency preferences, property owner assertions, and the availability of public funds.

221. AN INVESTIGATION OF THE PURCHASE OF BURIAL INSURANCE FOR CLIENTS OF THE HUDSPETH RETARDATION CENTER, August 22, 1989, 12 pages

PEER investigated the February 1, 1984, purchase of burial insurance from Gulf National Life Insurance Company for 288 Hudspeth clients and reviewed the disposition of death benefits for policyholders from February 1984 to April 1989. PEER found no evidence of illegal activities on the part of Hudspeth, Gulf National, or Baldwin-Enochs Funeral Home involving burial insurance. However, Hudspeth exercised insufficient control over burial benefits paid on behalf of deceased wards of the state.

PEER also found that in 1978 Hudspeth officials placed client money into a "pre-need trust account" for clients' funerals which remained on deposit for eleven years with little benefit to its participants. On June 26, 1989, Hudspeth notified PEER that Baldwin-Enochs (now Baldwin-Lee) returned the \$14,355.42 balance to the center for repayment to clients or their heirs.

220. AN INVESTIGATION OF SELECTED AREAS OF OPERATION OF THE MISSISSIPPI STATE HOSPITAL AT WHITFIELD, August 22, 1989, 64 pages

PEER investigated allegations that Mississippi State Hospital did not comply with equal opportunity laws and had experienced supply shortages because of expenditures for renovating two executive residences.

The Department of Mental Health has systems in place to monitor fairness in personnel matters and address equal opportunity concerns at the State Hospital.

PEER found no evidence of embezzlement of public funds or property. The hospital received goods and services in return for its expenditures. However, these expenditures were not in compliance with state budget and accounting laws:

- The department expended \$106,433 to renovate the residences of the Executive Director of the Department of Mental Health and the Director of the State Hospital, of which \$98,471 was expended without proper legislative appropriation authority.
- Contrary to law, the hospital spent \$28,194 for the houses prior to issuance of purchase orders.
- The hospital paid an interior decorator \$8,348 to decorate executive residences and offices, although the contract approved by the State Personnel Director stated that the services were for "patient" buildings. (\$22,693 of the \$31,041 spent under contract was for patient buildings.)
- The hospital did not receive competitive bids for certain renovation expenses because the hospital permitted the decorator to solicit bids. As a result, the hospital received bids only from the decorator's own firm and an associated firm.

While fiscal year-end supply shortages are not unusual at the State Hospital, \$29,787 of the housing renovation expenditures could have been used to lessen the severity of commodity shortages.

219. A REVIEW OF THE ADMINISTRATION AND FUNDING OF PROGRAMS FOR THE AGING IN THE SOUTHWEST AND SOUTHERN MISSISSIPPI PLANNING AND DEVELOPMENT DISTRICTS, July 26, 1989, 22 pages

PEER reviewed operations of the Southwest and Southern Mississippi Planning and Development Districts and

determined that neither had violated federal Older Americans Act regulations relative to programs for the aging. PEER did identify areas of administrative and procedural weakness affecting service delivery to aged citizens in these districts.

218. A REVIEW OF AUDIT FEE ADJUSTMENTS AND CHARGE-OFFS BY THE OFFICE OF THE STATE AUDITOR JULY 1, 1984, THROUGH DECEMBER 31, 1988, June 20, 1989, 23 pages

The Office of the State Auditor is authorized by law to audit any entity which shares revenues derived from taxes or fees imposed by the Legislature and other public bodies supported in part or wholly from public funds. The Department of Audit made audit fee charge-offs totaling \$73,614.89 from July 1, 1984, through December 31, 1988, without written policies, procedures, and criteria to govern the billing of audit fees. Of this amount, the department did not charge governmental entities \$28,952.52 for audit services during this period as required by state statutes. PEER recommends that the Department of Audit verify time records supporting the \$28,952.52 in uncollected fees and collect those determined to be correct. The Department of Audit should develop written policies and procedures to govern the billing process.

217. A MANAGEMENT REVIEW OF JACKSON COUNTY'S PURCHASE OF A GARBAGE TRUCK, April 20, 1989, 9 pages

PEER concluded that Jackson County personnel made a good-faith attempt to purchase a garbage truck in accordance with the letter and intent of state purchasing laws. With the exception of improperly developed bid specifications for the twenty-five cubic yard hi-compaction rear loading refuse collection body, Jackson County personnel's actions in this matter met the statutory requirements.

Subsequent to the preparation of this report, the Jackson County Board of Supervisors voted to conduct a cost analysis to determine whether the county should once again contract with a private firm for the collection of county garbage.

216. ANALYSIS OF THE RESIGNATION OF MARY LAWRENCE GERVIN AND APPOINTMENT

OF DR. MAX H. MCDANIEL AS STATE PERSONNEL DIRECTOR, April 20, 1989, 35 pages

PEER determined that with the exception of the Board chairman, Mary Lawrence Gervin did not inform any other State Personnel Board members of her intended resignation until the board's January 16, 1989, meeting. At that same meeting, the board appointed Dr. Max H. McDaniel as State Personnel Director. Although the board followed the letter of the state personnel law in appointing Dr. McDaniel, it failed to "represent the public interest in the improvement of personnel administration in the state departments" by making a noncompetitive appointment. The board's use of an open and competitive process to select a new State Personnel Director would have set a good example for other state agencies to follow.

215. OPTIONS FOR PRIMARY AND SECONDARY EDUCATION FUNDING IN MISSISSIPPI, January 4, 1989, 52 pages

Because of legislative interest regarding educational funding disparities between the state's school districts, PEER was asked to propose an alternative education funding mechanism. This report contains four funding models which require a minimum local taxing effort while providing additional funding to needy school districts without reducing available funds to non-needy districts. Three of the four models are grant programs which would function in addition to the state's Minimum Education Program. The fourth proposal would replace the Minimum Education Program with a new system of funding.

214. AN ANALYSIS OF OPTIONS FOR ALLOCATING LEGAL ASSISTANTS TO DISTRICT ATTORNEYS, January 17, 1989, 23 pages

In response to a legislative request, PEER developed four options which could be used for allocating legal assistants to the state's district attorneys. Option One would allocate legal assistants on the basis of district population. Option Two would require the Legislature to equalize the per-attorney caseload throughout the state. Option Three would require that a caseweight system of allocation be developed. Option Four involves developing a point system for allocating legal assistants. PEER recommends that the Legislature consider adopting Option Three since it would assess actual need of each district on the same basis.

213. A POLICY ANALYSIS OF THE WORKERS' COMPENSATION RATES OF MISSISSIPPI'S

LOGGING INDUSTRY, January 17, 1989, 13 pages

Workers' compensation insurance covering logging and pulpwood laborers is expensive because of the injury record of the timber harvest industry in general and the pulpwood trade specifically. Although the Joint Committee suggests four administrative and legislative options to address workers' compensation costs, there is no short-term rate reduction measure without side effects which could raise the rates of other loggers. PEER suggests a logger safety education program to control industry losses and reduce the cost of insurance.

212. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1988, January 17, 1989, 197 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$17,197,895 in FY 1988. This amount was an 8.5 percent increase over FY 1987 expenditures, but still slightly less than the FY 1986 amount. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide comparisons between FY 1987 and FY 1988. In addition, Table Q indexes names in Tables A through M. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information. Users should read the introductory narrative before using the tables. PEER will prepare special reports from the data base for any legislator upon request.

211. 1988 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1988, January 16, 1989, 113 pages

The report details the PEER Committee's 1988 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

210. A REVIEW OF SELECTED AREAS OF OPERATION OF THE GAUTIER UTILITY DISTRICT, December 14, 1988, 28 pages

PEER reviewed selected areas of operation of the Gautier Utility District, a water, sewer, and fire protection district in Jackson County, Mississippi. The district issued bonds to finance construction and acquisition of facilities within the scope of its authority, although the final cost of the project was more than originally estimated. The district

violated state laws relative to purchasing, open meetings, and conflict of interest. The district failed to collect all possible revenues and could face a cash flow problem in the future.

209. A REVIEW OF THE FISCAL MANAGEMENT BOARD'S STATE TRAVEL MANAGEMENT PROGRAM, December 14, 1988, 16 pages

Mississippi's state travel management program is a compulsory travel reservation service for state agencies and institutions which was initiated in 1986. PEER reviewed this program, which is administered by the state Fiscal Management Board. The travel program is cost-effective, having generated a net economic benefit of \$197,000 during FY 1988. Without legal authority, the Fiscal Management Board exempts travelers from complying with the travel program by granting waivers for airline or other public carrier travel arrangements if agencies can prove that lower rates can be obtained (primarily air fare packages for large national conventions). By interviewing travel-intensive state agencies and universities, PEER determined that the state travel management program and the state's contract travel agency (McGehee/Ask Mr. Foster) operate in a manner generally satisfactory to users.

208. AN EVALUATION OF LOAN PROCESSING, LOAN SERVICING, AND MANAGEMENT OF THE VETERANS' HOME PURCHASE BOARD, December 14, 1988, 62 pages

PEER reviewed the loan processing, loan servicing, and management functions of the Veterans' Home Purchase Board (VHPB). VHPB's loan processing system is unnecessarily long—six times longer than that of private lenders. The program is not adequately publicized, even though the law requires all veterans to have equitable access to the program. VHPB's loan servicing system suffers from major internal control weaknesses. In addition, VHPB has failed to comply with its delinquency/collection policy, has not developed procedures for selling repossessed property, and has not accurately accounted for escrow payments. PEER notes that VHPB's weaknesses result primarily from the staff's lack of prior experience or training in mortgage lending.

207. AN ANALYSIS OF THE COST OF GOVERNMENTAL AUDITS IN MISSISSIPPI, December 14, 1988, 24 pages

PEER determined that the hourly cost of financial/compliance audits performed by the Office of the State Auditor for FY 1988 was \$24.03. The hourly cost of financial/compliance audits performed by private accounting firms

under state contract for FY 1988 was \$24.57. In comparing cost differences, one must consider the effect of American Institute of Certified Public Accountants (AIC-PA) and General Accounting Office (GAO) audit quality standards and the degree of oversight exercised by the State Auditor's office relative to contractual audits.

206. A REVIEW OF SELECTED ATHLETIC FACILITY CONSTRUCTION CONTRACTS OF THE UNIVERSITY OF MISSISSIPPI, December 14, 1988, 14 pages

PEER reviewed the University of Mississippi's handling of two stadium renovation projects and concluded that the university did not violate state purchasing laws or regulations. Since the university utilized self-generated funds, the projects were not subject to the policies and procedures of the Bureau of Building, Grounds, and Real Property Management. PEER recommended that the Board of Trustees of Institutions of Higher Learning adopt policies to govern capital outlay projects which are procured with self-generated funds.

205. A MANAGEMENT AND OPERATIONAL REVIEW OF THE PUBLIC SERVICE COMMISSION'S ENFORCEMENT, INSPECTION, AND INVESTIGATION PERSONNEL AND PROGRAMS, December 14, 1988, 54 pages

The Public Service Commission (PSC) is meeting its goal of ensuring safe, legal for-hire motor carrier transportation and is providing effective customer advocacy and gas pipeline safety programs for regulated utilities. Despite this overall conclusion, each program has significant administrative, management, and operational problems. The Railroad Inspection Program experiences significant staffing, operational, management, and training problems. The PSC's decentralized management concept of dividing resources and oversight among electoral districts which have no relationship to regulatory or safety workload is a major cause of most management problems.

204. AN INVESTIGATION OF THE MISSISSIPPI DEPARTMENT OF CORRECTIONS' EDUCATIONAL PROGRAMS, September 21, 1988, 58 pages

The Joint Legislative PEER Committee identified administrative and programmatic weaknesses with regard to the Department of Corrections' associate degree and adult basic education programs for inmates administered by Coahoma Junior College. Relative to the associate degree program, Coahoma has not charged fees to inmates accurately, has failed to provide textbooks to all students consistently and on a timely basis, and has

failed to ensure that classes meet state student-teacher contact time requirements.

Coahoma's evening adult basic education program at Parchman lacks key administrative controls such as adequate supervision of teachers, instructional quality control, monitoring the sufficiency of educational supplies, and providing managerial guidance. PEER determined that Department of Corrections employees who accepted positions as part of the Coahoma Junior College adult basic education evening program have violated state conflict of interest laws.

203. A POLICY ANALYSIS OF THE STATE MEDICAL EXAMINER PROGRAM, August 11, 1988, 28 pages

In response to a legislative request, PEER performed a policy analysis of the State Medical Examiner program. By state law, the State Medical Examiner is required to provide consultation, training, and assistance to county medical examiners; maintain records on "deaths affecting the public interest;" promulgate rules of conduct for death investigations; and perform autopsies. PEER determined that the State Medical Examiner's office is not effective because workload demands exceed available resources, facilities for conducting forensic autopsies are not adequate, and laws concerning death investigations are inconsistent.

The report presents the Legislature with five options for addressing the medical examiner program. PEER recommends an option that upgrades the present system through increased funding and modification of substantive legal provisions. This option would require spending approximately \$583,078 annually for the salaries of new personnel, and approximately \$497,000 in the first year for the construction of a forensic morgue facility.

202. A LIMITED REVIEW OF THE MISSISSIPPI STATE DEPARTMENT OF HEALTH'S MILK INSPECTION PROGRAM, August 11, 1988, 15 pages

PEER responded to a legislative request to determine whether the Department of Health's milk inspection procedures in District II (northeast Mississippi) are consistent and adequate. PEER determined that the Department of Health, despite a 1986 warning from the federal Food and Drug Administration, gives prior notice of state sanitation ratings and federal check ratings to dairies in District II. Due to a lack of formal field training for sanitarians, ambiguous inspection criteria, and a lack of a uniform, written appeal procedures, the Department of Health's milk inspection operations do not facilitate consistent and uniform enforcement of regulations. PEER also determined that the department does not choose

dairies randomly for inspection, as is required by federal regulation.

201. A REVIEW OF THE CHICKASAWHAY NATURAL GAS DISTRICT, August 11, 1988, 46 pages

The Chickasawhay Natural Gas District supplies natural gas to the cities of Quitman, Shubuta, and Waynesboro and surrounding areas. Operating outside the regular jurisdiction of both federal and state utility regulatory agencies, the district's Board of Directors, composed of the mayors of these three cities, determines all policies and pricing.

The district has not adhered to a policy of full financial disclosure. During FY 1987, the district did not adequately report \$52,200 in fees and benefits received by the three directors. In addition, for the period FY 1981 through December 1987, the district violated Mississippi Constitution Section 96 by paying \$72,885 in extra compensation to individual board members, district personnel and the board's attorney.

The district's retail rates have not been promptly reduced in response to wholesale price adjustments. The practice of distributing a portion of annual revenues to the three municipalities amounts to a cross-subsidy by district gas consumers to city residents who may not consume gas. The district's cash reserves (\$2,123,438 as of June 30, 1987) should be reviewed by an independent expert to determine if reserves are reasonable and necessary.

The report recommends corrective action and suggests provisions for operating controls and full financial disclosure that should be considered by the Legislature if future local utility districts are created by statute.

200. A REVIEW OF FRIENDS OF MISSISSIPPI PARKS, INC., June 16, 1988, 9 pages

The Friends of Mississippi Parks, Inc., is a nonprofit corporation designed to offer citizens of Mississippi an opportunity to make tax deductible donations to the state park system. Because of direct involvement of state employees and their spouses in the Friends' fiscal operations, PEER reviewed the organization's working relationship with the Department of Natural Resources Bureau of Recreation and Parks. The Friends organization could significantly benefit the state's parks system. However, neither the Bureau of Recreation and Parks nor the Friends group has established written procedures to govern the relationship. This has resulted in a lack of adequate internal controls over receipts, noncompliance with Internal Revenue Service reporting requirements, and inadequate documentation of advertising sales commissions.

199. A REVIEW OF THE DEPARTMENT OF PUBLIC SAFETY'S PROCEDURES FOR DRIVER'S LICENSE SUSPENSION AND REINSTATEMENT AND THE USE OF THE FUNDS DERIVED FROM REINSTATEMENT FEES, May 3, 1988, 22 pages

In 1938, the Mississippi Legislature began passing laws relative to the suspension and reinstatement of driver's licenses. Stronger suspension laws enacted in the 1980's have resulted in a steady increase of suspensions. Patrol officers benefit from these suspensions because fees charged to reinstate licenses are deposited into the patrol retirement fund. Although this procedure gives the appearance of a conflict of interest, PEER concludes that the steady increase in suspensions has occurred in response to the stronger suspension laws. With regard to the patrol retirement fund, PEER determined that for fiscal years 1983 through 1987, the Department of Public Safety paid into the patrol retirement fund \$2,394,733 more than necessary for the fund to be actuarially sound.

198. A REVIEW OF THE AUDIT PROVISIONS FOR THE DEPARTMENT OF AUDIT, May 3, 1988, 4 pages

PEER responded to a legislative request to determine whether the operations of the Department of Audit are audited annually. MISS. CODE ANN. Section 7-7-216 (1972) requires the Legislature to contract for an independent audit of the Department of Audit, but does not designate a responsible party to handle the process. PEER concludes that the intent of this section is to ensure that the operations of this office are subject to the same type of review as are the operations of other state agencies and public entities. No independent auditing firm has ever been hired to conduct an audit of the department.

197. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1987, February 1, 1988, 202 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$15,847,144 in FY 1987, which was a ten percent decrease from FY 1986. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide comparisons between FY 1986 and FY 1987. In addition, Table Q indexes names in Tables A through M. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information. Users should read the introductory narrative before using the tables. PEER will prepare special reports from the data base for any legislator upon request.

196. 1987 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1987, January 22, 1988, 107 pages

The report details the PEER Committee's 1987 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

195. A STATUS REPORT ON THE FISCAL MANAGEMENT BOARD'S STATE TRAVEL AGENCY CONTRACT, December 10, 1987, 31 pages

The Fiscal Management Board's state travel agency contract has produced \$25,520 in commissions for the state's general fund. In addition, the board reported \$1,672,260 in cost avoidance.

194. OVERSIGHT REVIEW OF ELECTRIC POWER ASSOCIATIONS AND MUNICIPAL ELECTRIC UTILITIES IN MISSISSIPPI, December 10, 1987, 43 pages

PEER reviewed state laws regulating Mississippi's electric power associations and municipal utilities to determine whether they should be revised to improve operational efficiency, governance and oversight. PEER concludes that the federal government, through the Tennessee Valley Authority (TVA) and the Rural Electrification Association, provides acceptable levels of oversight over utilities which fall within the purview of these agencies. Electric power associations and municipal electric utilities outside the jurisdiction of these two federal agencies are responsible for policing their own actions. State agencies, such as the Public Service Commission and the Department of Audit, have limited statutory oversight authority.

PEER also performed a comparison of electric power association and municipal electric utility cost data and found that the lower energy cost of TVA-generated power is a plus for those utilities within the TVA service area, and those that have higher concentrations of consumers per line mile are generally able to pass the savings on to the consumer. The fact that some municipal electric utilities are permitted to transfer excess revenue to the city general fund is correlated with higher levels of consumer markup, but the relationship needs additional study to establish the exact impact on the consumer.

193. A REVIEW OF THE MISSISSIPPI HOUSING FINANCE CORPORATION, December 10, 1987, 106 pages

The Legislature created the Mississippi Housing Finance Corporation (MHFC) to "finance the acquisition, construction, rehabilitation and improvement of residential housing for persons of low and moderate income within the state." Although MHFC has done a good job of financing its operations and mortgage loan programs through the issuance of tax-exempt bonds, the program could have addressed more low- and moderate-income people. MHFC made 51 percent of its loans to residents whose adjusted gross incomes exceeded low and moderate levels. In addition, more than three-fourths of all MHFC mortgages purchased houses with sales prices higher than the state adjusted median.

192. AN OVERVIEW OF STATE-OWNED VEHICLES, December 10, 1987, 23 pages

This report is a statewide review of administrative control and oversight of state-owned passenger vehicles. PEER inspected 180 sample vehicles and determined that forty, or 22%, are not economically justified. With regard to state-level controls, PEER concluded that the state's procurement and disposal procedures for passenger vehicles are adequate. However, the State Auditor has not compiled a unified master property inventory and has not consistently enforced state vehicle marking requirements. PEER noted agency control practices/procedures which were particularly effective.

191. A REVIEW OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM'S ADMINISTRATIVE EXPENSE FOR INVESTMENT MANAGERS' FEES, December 10, 1987, 24 pages

This report examines the status of PERS's Board of Trustees as a governmental agency and concludes that the board is a state agency subject to fiscal controls imposed by state law. The report concludes that PERS' staff expended funds for investment managers' fees without legal authority and failed to disclose the expenditures formally to the Legislature.

The report recommends that the Board of Trustees forbear expending funds over which it has control but has no legal authority to expend, and that the Legislative Budget Office require the board to disclose all contemplated expenditures in its annual budget request.

190. A MANAGEMENT AND OPERATIONAL REVIEW OF THE STATE PERSONNEL BOARD, December 10, 1987, 148 pages

The State Personnel Board should engage in strategic planning, improve the sophistication and technical precision of staff operations, and increase its level of communications and services to state agencies. The board's strong posturing in salary budget control and its regulatory activities clash with the board's mission to assist state agency heads in organizing and motivating the state work force. The variable compensation plan as designed was a model program, but in recent years the board has not administered the "realignment" feature in accordance with the original concept. Although conducted in good faith by the board's staff, labor market surveys are methodologically flawed by sample selection oversights, subjective adjustments, and erroneous interpretations which result in incomplete and inaccurate comparative data on the salary levels needed to attract applicants and retain state employees.

189. MANAGEMENT REVIEW OF THE MISSISSIPPI DEPARTMENT OF ECONOMIC DEVELOPMENT, December 10, 1987, 50 pages

The Department of Economic Development and the Research and Development Center presently duplicate only a limited number of activities, but service areas are moving toward greater duplication. PEER recommends reorganizing the department and the Research and Development Center to capitalize on the state's scarce economic development resources. Despite having competent developers and an executive director whose qualifications exceed those set by law, the department's effectiveness is impaired by failure to maximize agency resources, failure to seriously assess program effectiveness, lack of accountability concerning agency achievement, questionable use of "jobs-created" numbers, and a serious employee morale problem.

188. A REVIEW OF THE MISSISSIPPI STATE HIGHWAY DEPARTMENT'S RIGHT-OF-WAY ACQUISITION PROCEDURES, October 8, 1987, 9 pages

The Committee reviewed the Mississippi State Highway Department's right-of-way acquisition procedures to determine whether the department coerced landowners into selling property at a price lower than market value. PEER concludes that the department's procedures appear adequate and provide reasonable protection to private landowners. Several weaknesses should be corrected, however, to increase customer satisfaction and reduce the frequency of costly and time-consuming condemnation cases.

187. A REVIEW OF THE DIVISION OF TOURISM'S PURCHASE OF THE 1987 MISSISSIPPI TRAVEL GUIDE, June 17, 1987, 15 pages

PEER reviewed the Department of Economic Development's Division of Tourism's purchase of the 1987 Mississippi Travel Guide. The division made the purchase agreement without receiving competitive bids; the agreement allows Savoir-Faire, Inc., a private magazine publisher, to be the sole provider of the state's travel guide and receive all related advertising revenue. While the PEER Committee supports Division of Tourism efforts to contain costs and effectively deliver services, the Committee does not endorse this method of contracting because it places the state in a position which could potentially affect the competitive balance that exists in the private publishing industry.

186. A REVIEW OF THE MISSISSIPPI DEPARTMENT OF WILDLIFE CONSERVATION'S ENFORCEMENT OF GAME LAWS ON PRIVATE LANDS, June 17, 1987, 14 pages

State law gives conservation officers authority to enforce game laws on private lands once probable cause has been established. PEER's analysis of a representative sample of citations revealed no patterns to support allegations of territorialism in game law enforcement. However, the department's citation recordkeeping procedures do not assure that all fine monies due the department are remitted accurately and in a timely manner. PEER reported these same weaknesses in 1982.

PEER also concluded that a Conservation Officer Supervisor's enforcement of trespassing laws in Montgomery County in 1986 was legal and not an act of "territorialism."

185. A REVIEW OF EAST MISSISSIPPI JUNIOR COLLEGE, May 13, 1987, 33 pages

The East Mississippi Junior College (EMJC) District includes the Main Campus at Scooba, the Golden Triangle Vocational-Technical Center (GTVTC) branch campus at Mayhew, and offers extension courses at several locations, including Columbus Air Force Base.

This report answers specific questions submitted by legislative request:

- (1) The GTVTC is a branch campus, subject to the administration of the President under direction of the board;
- (2) The two campuses may maintain separate accounting systems, but are not required to do so;

- (3) Each campus had sufficient revenues in its own accounts to conduct operations for school year 1986-87; and,
- (4) While there is no evidence of improper transfers of funds between the campuses, there have been significant weaknesses in the accounting systems of both campuses.

Also, EMJC awarded 241 scholarships to 165 students (of a total of 385 students enrolled) at Scooba campus for the 1986-87 term, and PEER noted that in 1984 EMJC purchased a used bus using specifications designed to fit a bus previously selected.

184. OPERATIONAL REVIEW OF THE STATE'S CHARITY HOSPITALS AND ALTERNATIVES FOR CHARITY CARE IN MISSISSIPPI, February 17, 1987, 74 pages

PEER reviewed the state's charity hospitals to assess their efficiency, financial management, use of federal grant resources, and to analyze statewide indigent medical care options.

Findings by federal physician review teams, a medical consultant employed by the PEER Committee, and the state Department of Health Facility Licensure and Certification Division reveal serious deficiencies concerning the quality of health care provided at the state charity hospitals. On October 1, 1986, federal outpatient clinic grants previously awarded to the hospitals were not renewed due primarily to the quality of health care provided at the hospitals. The Eleemosynary Board, which governs the hospitals, also failed to fully utilize federal grant resources, implement uniform and adequate accounts receivable policies and procedures, or to institute sufficient accounting internal control principles.

The Legislature has numerous options available should it decide to alter current indigent health care strategies.

183. MANAGEMENT REVIEW OF THE MISSISSIPPI MEMORIAL STADIUM COMMISSION, January 7, 1987, 62 pages

PEER reviewed the Memorial Stadium Commission, identified managerial and operational deficiencies, and made recommendations to address the weaknesses identified. However, should the Legislature determine that a significant change in the governance of the stadium is necessary, the following options could be considered: (1) abolish the current Stadium Commission and transfer governance and operation of the stadium to the Board of Trustees of Institutions of Higher Learning, or (2) restructure the Stadium Commission to include represen-

tatives who have a direct interest in the events held at the stadium.

In addition, PEER suggests a method whereby existing stadium investments and revenue sources could be redirected to promote better facility utilization.

182. 1986 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1986, December 31, 1986, 104 pages

The report details the PEER Committee's 1986 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

181. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1986, December 18, 1986, 198 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$17,615,313 in FY 1986. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide comparisons between FY 1985 and FY 1986. In addition, Table Q indexes names in Tables A through M. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information. Users should read the introductory narrative before using the tables. PEER will prepare special reports from the data base for any legislator upon request.

180. A LIMITED REVIEW OF MISSISSIPPI STATE HIGHWAY DEPARTMENT ACTIONS AND RATIONALE IN THE CONSTRUCTION AND REPAIR OF U. S. HIGHWAY 78 BETWEEN TUPELO AND FULTON, December 18, 1986, 16 pages

In response to a legislative request, PEER examined the Highway Department's repairs and erosion control during and subsequent to construction of a 9.2-mile section of U. S. 78 east of Tupelo. PEER reviewed the construction of a bridge between the Peppertown and Fawn Grove exits in Itawamba County over U. S. 78 which terminates at the end of one span at a cultivated field covering the former location of a county road which connects to the other end of the bridge.

PEER found that the pavement repairs and erosion control measures were necessary because of circumstances

beyond the control of the Highway Department and that the department's approach was cost-effective.

The department built the bridge over the highway with the expectation that the Itawamba County Board of Supervisors would re-open the county road which the bridge was designed to serve. To date, the board has not acted to re-open the road, resulting in the bridge being unusable for the purpose for which it was intended.

179. A REVIEW OF LIBERAL ARTS AND EDUCATION PROGRAM DUPLICATION AT STATE UNIVERSITIES AND AN ANALYSIS OF THE BOARD OF TRUSTEES OF INSTITUTIONS OF HIGHER LEARNING'S FUNDING ALLOCATION FORMULA, December 18, 1986, 49 pages

The PEER Committee reviewed comparative data as to university instructional program distribution, size, and cost of liberal arts and education programs. PEER concludes that, despite the recent program review process of the Board of Trustees, duplication still exists in sixteen marginally productive program areas. In addition, the Board of Trustees, like university governing authorities in other states, does not compile valid program cost information that could be used to compare costs among Mississippi institutions and those in other states. The program cost information that is available is intended strictly for use in the board's budget request formula.

As a part of this project, PEER analyzed the board's funding formula and concluded that, since the formula's introduction in 1974, the IHL Board has used the formula process to implement policy. IHL's adjustments have resulted in elevated budget requests and shifts in relative levels of support among the universities. Although IHL is authorized to request funding at any level and to allocate appropriated funds as it sees fit, the Legislature should recognize the formula's use as an instrument for policy implementation and its sensitivity to IHL adjustments.

178. A REVIEW OF MISSISSIPPI'S INSTITUTE FOR TECHNOLOGY DEVELOPMENT, December 18, 1986, 87 pages

The Mississippi Institute for Technology Development (ITD) is a nonprofit corporation established to achieve economic development by conducting scientific research, translating the results of research into usable technology, and developing this technology into competitive products. ITD is funded by a \$16 million grant from the state, a \$20 million grant from the federal government, and a \$2 million commitment from the private sector.

While it is too early to quantify all of the benefits of ITD, PEER evaluated certain preconditions to realization of ITD's success. Eighteen months into its existence, ITD

reports creation of 124 jobs. Philosophical differences and resulting coordination problems between some ITD centers and the universities jeopardize the effectiveness of the ITD concept. Communication and transfer of technological information between ITD and other economic development agencies of the state occurs infrequently and only at the upper levels of management.

Even if ITD does accomplish all of its goals, ITD alone cannot solve the state's economic development problems. Without an adequate infrastructure (e.g., schools, roads) to support the type of high-technology development that ITD is attempting to create, the institute cannot succeed in attracting and retaining the individuals who will bring about this development. ITD is only one component of what must be a comprehensive and concerted effort to develop the state's economy.

177. A LEGAL ANALYSIS OF WHETHER THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM SHOULD BE SUBJECT TO THE RULES AND REGULATIONS OF THE CENTRAL DATA PROCESSING AUTHORITY, December 18, 1986, 19 pages

On June 18, 1986, the Attorney General issued an official opinion stating that the Public Employees' Retirement System (PERS) is not a state agency within the meaning of the law creating the Central Data Processing Authority (CDPA). After receiving the opinion, PERS spent \$281,000 on computer equipment without CDPA's approval. Due to the implications of the opinion, the Joint Legislative Budget Committee asked PEER to review the issue.

This report concludes that the opinion is manifestly wrong as an interpretation of Mississippi law. The opinion cites no legal basis for its conclusions except "public policy," the making of which is exclusively the prerogative of the Legislature. Although there is a conflict in the statutes establishing PERS and CDPA, recognized and accepted rules of statutory construction require that PERS be considered an "agency" within the meaning of the statutes which establish CDPA.

The report also discusses implications of a constitutional amendment affecting the retirement system (SCR 518). The meaning of this amendment is clear: the Legislature cannot borrow PERS' funds, nor can it increase retirement benefits without providing funding therefor. But PERS is still a creature of statute and an agency of the state—there is no change in its status in this respect. The state may continue to make restrictions on PERS' administrative expenditures.

The report recommends that the Legislature reverse the status quo and place PERS back under the rules and regulations of CDPA.

176. MANAGEMENT REVIEW OF THE MISSISSIPPI COOPERATIVE EXTENSION SERVICE, December 19, 1986, 73 pages

The Mississippi Cooperative Extension Service provides a broad range of programs within the areas of agriculture, home economics, 4-H, and community development. During FY 1986, MCES received \$24,776,255 from state, federal, and local sources; of this amount, 56% came from state general funds.

Given the current status of the state's farmers and farm economy, the importance of an effective agricultural extension service cannot be understated. PEER concludes that while MCES has established programs to serve the citizens of this state, the agency has done so without statistically valid needs assessment methodology. In addition, MCES management has not developed a system to determine program cost or relative worth to prevent a proliferation of unnecessary programs. As a result, MCES cannot ensure that its 219 programs are meeting the needs of recipients.

175. A REVIEW OF MISSISSIPPI CHILDREN'S REHABILITATION CENTER'S REVENUE POTENTIAL AND POSSIBLE CONSOLIDATION ALTERNATIVES, November 14, 1986, 51 pages

PEER examined the Mississippi Children's Rehabilitation Center (MCRC) and related children's rehabilitative agencies to determine ways to increase operating revenue and/or consolidate program service delivery.

MCRC's ability to increase self-generated income has improved with the recent licensure of the facility as a dual purpose rehabilitation hospital/nursing home. However, MCRC's potential to increase income is limited by the third-party reimbursement system, current methods of billing and collection, and low inpatient occupancy rates.

Consolidation of MCRC operations with those of the University Medical Center or the State Department of Health's Children's Medical Program and Blake Clinic, although feasible, is not recommended because consolidation would result in insufficient financial savings and program benefits.

174. MANAGEMENT REVIEW OF THE MISSISSIPPI STATE PORT AUTHORITY AND STATE PORT AT GULFPORT, July 29, 1986, 33 pages

The state received control of the State Port from the City of Gulfport in 1961 and the Legislature mandated that

the port be operated by the Board of Economic Development acting through a five-member State Port Authority. The Research and Development Center estimates that the port's current annual state economic impact is approximately \$74 million.

PEER concludes that the Board of Economic Development and State Port Authority have not adequately supervised port activities nor established measurable goals and objectives. As a result, the port's personnel system, accounting structure, and recordkeeping procedures are inadequate and ineffective. In addition, the port does not age its accounts receivable and is not effectively collecting money owed from port users. As of December 31, 1985, the port's doubtful accounts category totaled \$575,384.

173. REVIEW OF THE OPERATIONS OF THE INVERNESS NUTRITION CENTER, July 29, 1986, 17 pages

Sunflower-Humphreys Counties Progress operates a feeding site in Inverness, Mississippi, using federal funds controlled and monitored by the Mississippi Council on Aging. PEER determined that complaints made by aged clients relative to the operation of the feeding site were valid. These complaints included: (1) requiring clients to bear a portion of the costs of operating the center; (2) allowing center employees to expend funds belonging to the clients; and (3) inadequate allocation of travel funds to properly supervise the feeding program.

172. A REVIEW OF THE PEARL RIVER VALLEY WATER SUPPLY DISTRICT'S COMPLIANCE WITH THE AGREED FINAL ORDER OF THE HINDS COUNTY CHANCERY COURT ENTERED FEBRUARY 26, 1985, May 27, 1986, 24 pages

The Pearl River Valley Water Supply District (PRVWSD) is a special purpose state agency which operates the Ross Barnett Reservoir adjoining Hinds, Rankin, and Madison counties. This report reviews the district's compliance with a Hinds County Chancery Court judgment resulting from a lawsuit filed by Hinds County concerning PRVWSD's accounting practices and use of county tax funds. PEER concludes that the district is in the process of establishing an allocation system to identify and allocate costs of providing services to lessees.

The PRVWSD board and management have not deposited available revenue into the Bond Redemption and Surplus Fund to pay outstanding bonds prior to maturity, as intended by the court order and trust indenture. Therefore, the district is prolonging dependence on its member counties and the City of Jackson for tax support which will expire when all bonds are retired according to schedule in 1999. After retirement of all bonds, the district must

operate from self-generated income, primarily fees levied on users of the reservoir and shoreline area residents. PRVWSD disagreed with PEER's interpretation relative to redemption of bonds prior to maturity.

171. FOLLOW-UP REVIEW OF THE MISSISSIPPI OIL AND GAS BOARD, January 7, 1986, 77 pages

In 1981 PEER reviewed the operations of the Mississippi Oil and Gas Board in a "sunset" or limited program evaluation. The 1985 follow-up review assessed action taken on the 1981 recommendations and evaluated the effectiveness and efficiency of the board's current operations.

Action has been taken on eight of the seventeen 1981 recommendations, but PEER recommends further corrective action in the areas of organization structure, planning and objectives, underground injection regulation, financial and accounting practices, and the monitoring, judicial, and enforcement practices of the board.

Petroleum production monitoring and field enforcement practices are inadequate in substance and generally ineffective in application.

170. 1985 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1985, January 20, 1986, 97 pages

This report details the PEER Committee's 1985 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

169. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1985, January 7, 1986, 201 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$16,836,255 in FY 1985. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide comparisons between FY 1984 and FY 1985. In addition, Table Q indexes names in Tables A through M. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information. Users should read the introductory narrative before using the tables. PEER will prepare special reports from the data base for any legislator upon request.

168. AN OPERATIONAL REVIEW OF MISSISSIPPI'S COLLEGE OF VETERINARY MEDICINE, January 15, 1986, 120 pages

The State of Mississippi constructed and equipped the College of Veterinary Medicine (CVM) at a cost of \$32.7 million. In addition, the state has expended approximately \$51.2 million to date on CVM operational costs. The college has an innovative instructional program and has been successful in certain research and technology transfer endeavors. However, little quantified output exists to date for the state's substantial commitment of resources.

In the area of economy and efficiency, the CVM has the smallest enrollment of all veterinary schools in the U.S. with 30 students per class. As a result of this low enrollment, the CVM building is significantly underutilized and operating costs per student are high. An emerging surplus of veterinarians will probably hinder efforts to expand enrollment. Also, the CVM has failed to maximize revenues from external funding sources; therefore, the college relies heavily on state general funds for its support. In FY 1985, the CVM's anticipated grant revenues were only 2% of the average received by U.S. veterinary schools.

In the areas of management and operations, PEER found the staff to be competent and motivated. However, CVM could improve several policies and procedures through better documentation, recordkeeping and internal controls.

In the area of legal compliance, PEER found that the CVM violates the intent behind its enabling legislation by operating an institution whose primary mission is research rather than the training of veterinarians.

167. REVIEW OF MISSISSIPPI'S PUBLIC PURCHASING LAWS, January 7, 1986, 62 pages

Because of the widespread impact of public purchasing laws and allegations of possible improprieties in culvert purchasing, the PEER Committee held a public hearing to review Mississippi's public purchasing system. Based on testimony and field interviews, this report identifies areas of weakness and operational inefficiencies in public purchasing and contains recommendations for statutory changes.

Provisions of Senate Bill 2510 (1985 Legislative Session) requiring competitive bidding for all culvert purchases have reduced prices paid by counties for culverts. However, an opinion issued by the Attorney General relaxed this requirement for Harrison County.

166. USE OF CONSULTANTS IN FY 1985 BY STATE AGENCIES, INSTITUTIONS OF HIGHER LEARNING, AND JUNIOR COLLEGES, December 12, 1985, 112 pages

State agencies expended \$16,142,841 in general and special funds combined for contract personnel during FY 1985. This report analyzes the use of consultants and contract personnel by state service agencies, universities, and junior colleges.

Despite the provisions of SB 3050 (1984 Legislative Session) requiring the State Personnel Director's approval of contracts by agencies employing state service employees, virtually no effective control is exercised over the use of contract personnel by state agencies. This lack of control is significant given the amount spent on contract personnel.

Personal service contract administration by state agencies, universities, and junior colleges is informal and decentralized, resulting in inadequate accountability of results and expenditures. The report proposes guidelines for the use of consultants and other contractual personnel.

165. A LIMITED REVIEW OF THE PUBLIC SERVICE COMMISSION'S PUBLIC UTILITIES STAFF, USE OF CONSULTANTS/ATTORNEYS, AND COMMISSION-ORDERED AUDITS OF THE MISSISSIPPI POWER AND LIGHT COMPANY AND GRAND GULF NUCLEAR STATION, December 12, 1985, 22 pages

In response to a legislative request, PEER examined the staffing and current status of the Public Service Commission's Public Utilities Staff, the commission's use of consultants and outside attorneys, and the selection of and payments to Burkhalter and Associates to audit construction of the Grand Gulf nuclear generating plant and Mississippi Power and Light Company management. PEER took exception to the qualifications and method of selection of the Director of the Public Utilities Staff and one other staff appointment. The report reviews the commission's decision to select the Burkhalter firm contrary to the recommendation of the Public Utilities Staff.

164. AN OPERATIONAL REVIEW OF THE MISSISSIPPI ARTS COMMISSION, September 5, 1985, 53 pages

In 1968, the Legislature created the fifteen-member Mississippi Arts Commission to stimulate and encourage statewide public interest in the arts and Mississippi's cultural heritage.

Because the commission distributes grant funds primarily to larger, well-established organizations within the central Mississippi area, the agency has not stimulated and encouraged arts on a statewide basis to the extent intended by law. Also, the agency has not achieved most of its own objectives.

The commission and its director have initiated action to correct administrative deficiencies which occurred under management of two former executives who resigned because of investigative audit findings by the State Auditor. The agency's written response differs with PEER's conclusion relative to overall program effectiveness.

163. A LIMITED REVIEW OF THE STATE TAX COMMISSION'S HIGHWAY WEIGHT ENFORCEMENT PROGRAM, September 5, 1985, 21 pages

In 1979, the PEER Committee issued two reports on the truck weight enforcement program of the Office of the Motor Vehicle Comptroller, citing political interference and managerial deficiencies which hindered enforcement. Senate Bill 2542 (1980 session) abolished the Office of the Motor Vehicle Comptroller and transferred its functions to the State Tax Commission, which has addressed most of the findings in the 1979 report. The commission has increased officer professionalism through compliance with State Personnel Board hiring procedures, instituted a stringent training program and obtained adequate resources. Despite these accomplishments, weaknesses persist in accounting and financial management, statistical reporting, and employee productivity measurement. The report offers seven recommendations.

162. A LIMITED MANAGEMENT REVIEW OF THE DEPARTMENT OF WILDLIFE CONSERVATION BUREAU OF MARINE RESOURCES, June 27, 1985, 31 pages

Neither the Commission on Wildlife Conservation nor its executive director has fully implemented 1978 legislation merging the Game and Fish Commission, the Marine Conservation Commission, the Boat and Water Safety Commission, and the Marine Resources Council. Because of inadequate commission support, ineffective executive direction, and resolutely parochial attitudes of marine employees, the Bureau of Marine Resources (housing the two abolished marine agencies) has continued to operate with considerable autonomy. If consolidation is not accomplished, administrative resource duplication will persist and marine law enforcement will continue to be largely influenced by local pressure groups and priorities set informally by bureau employees without regard for statewide interests.

Bureau financial management has been flawed by inadequate inventory control, an unauthorized petty cash

fund, untimely deposit of public funds, illegal retention of cash collections, and a lack of standard operating procedures.

The bureau has permitted sole operation of its aircraft by a student pilot and has not kept complete records concerning the aircraft's utilization.

Bureau law enforcement, not effectively controlled by the Commission on Wildlife Conservation or its executives, was the target of serious allegations investigated by PEER. PEER has furnished supporting documentation to the Mississippi Ethics Commission and district attorneys for appropriate action, and will continue to review and monitor action relative to these allegations.

161. A STUDY OF THE FUNCTIONAL RELATIONSHIP BETWEEN THE MISSISSIPPI DEPARTMENT OF MENTAL HEALTH AND THE REGIONAL MENTAL HEALTH CENTERS, April 25, 1985, 158 pages

The Omnibus Budget Reconciliation Act of 1981 shifted responsibility for administration of federal community mental health program funds from local regional commissions to the states. As a result, the Department of Mental Health is caught in conflict between its responsibilities for grant making, statutory limitations imposed on its oversight of the internal operations of regional mental health centers, and the desire of many of the regional commissions to decelerate the trend toward service/population specific funding for federal and state funds.

Critical policy decisions must be made to resolve the conflict, since the state is assuming an increasing responsibility for funding mental health services. Further, a relatively high contribution for mental health by some of the state's poorer counties illustrates the extent of untapped local effort in other counties. Fiscal commitments made by the participating counties should be considered as a component in state funding decisions.

Finally, an analysis of the level of continuity in patient care between the state hospitals and the regional centers supports the need for targeted reimbursement criteria. More than half of the patients reviewed failed to receive one or more of the basic services that are indicative of good continuity of care.

160. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1984, March 28, 1985, 188 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$15,969,775 in FY 1984. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide

comparisons between FY 1983 and FY 1984. In addition, Table Q indexes names in Tables A through M. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information. Users should read the introductory narrative before using the tables. PEER will prepare special reports from the data base for any legislator upon request.

159. FEASIBILITY STUDY FOR PERFORMING A COMPLETE ACCOUNTING OF PEARL RIVER VALLEY WATER SUPPLY DISTRICT FOR YEARS 1961-1982, March 20, 1985, 4 pages

The PEER Committee, in response to a citizen complaint, authorized its staff to conduct a feasibility study to determine whether a complete accounting of all Pearl River Valley Water Supply District funds expended from 1961 through 1982 could be accomplished. An accounting of this nature could not be done because of incomplete and missing accounting records and the district's past practice of not identifying expenses incurred to provide municipal and related services to lessees.

Pearl River Valley Water Supply District is currently under a Hinds County Chancery Court order to reorganize financial management, accounting, and cost allocation procedures. PEER will perform a financial management review no earlier than the spring of 1986 to measure the district's progress.

158. REVIEW OF EXPENDITURES AND OPERATIONS OF THE MISSISSIPPI PAVILION AT THE 1984 LOUISIANA WORLD EXPOSITION, February 8, 1985, 29 pages

The Legislature appropriated \$3,966,667 in general funds to the Department of Economic Development to design, construct, and promote the Mississippi Pavilion at the Louisiana World Exposition in New Orleans and finance a portion of the Louisiana/Mississippi/Alabama Rail Transit.

PEER found that the pavilion was widely acclaimed, tastefully designed, and enthusiastically supported by artisans, corporate donors, and a dedicated group of workers on site.

While the exhibit was a positive effort, critical financial management and accounting procedures were deficient or nonexistent. Until a deficit appeared probable, management operated without budget controls. Petty cash procedures were inadequate, resulting in unnecessary and hazardous handling of currency. Pressures of expedience resulted in violation of state purchasing statutes, undocumented expenditures and a lack of precision.

This report reviews pavilion expenditures as of December 31, 1984, and contains six recommendations which should be considered should the state be requested to support a similar endeavor with public funds in the future.

157. 1984 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 31, 1984, January 8, 1985, 91 pages

This report details the PEER Committee's 1984 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

156. AN OVERVIEW OF PUBLICATIONS OF MISSISSIPPI STATE AGENCIES, December 11, 1984, 40 pages

Although the Fiscal Management Board and the Library Commission have some oversight authority, no coordinated and effective system exists for monitoring state agency production of publications or the costs incurred in agency publishing. State agencies do not account for all the costs of publications production. Some have no coordinating person with agency-wide knowledge of publications produced.

There are indications of significant but unmeasurable waste and inefficiency in agency publications production. This report suggests systems to enable agencies to control and account for the costs of publications. The report also proposes legislation to create a system of statewide publications oversight, monitoring, and accounting.

155. AN INVESTIGATION OF THE PURCHASE OF A DRAGLINE BY THE TOMBIGBEE RIVER VALLEY WATER MANAGEMENT DISTRICT, October 18, 1984, 9 pages

During a House subcommittee appropriation hearing in the 1984 Regular Session of the Mississippi Legislature, an official of the Tombigbee River Valley Water Management District advised that the district did not intend to purchase a three-yard dragline being leased at the time. At the time of the purchase, the district paid \$38,285 and the dragline was appraised by two appraisers at \$65,000 and \$70,000. All actions taken by the district were approved by the district board and by the Purchasing Division of the Budget Commission (Fiscal Management Board). However, this was contrary to legislative intent, and the district did not include in its budget request for fiscal year 1985 a request for the purchase of a dragline.

The investigation disclosed that the dragline was originally leased on January 12, 1984, for three months at \$7,000 a month, subsequently leased on a month-to-month basis, and purchased after being leased for seven months. The lease agreements included an option to purchase the equipment for the agreed price of \$85,000 plus interest paid by the lessor during the term of the lease (\$2,285 at the time the option was exercised).

154. A FOLLOW-UP REVIEW OF THE 1983 INVESTIGATION OF ALLEGATIONS OF ABUSE AT THE OAKLEY CAMPUS OF THE DEPARTMENT OF YOUTH SERVICES, October 18, 1984, 48 pages

Oakley personnel have constructively addressed problems noted by PEER in the 1983 report entitled *An Investigation of Allegations of Abuse at the Oakley Campus of the Department of Youth Services*. Improvements were noted in the areas of staff training, supervision of direct care staff, operating procedures, individual counseling plans, placement of repeat offenders, cottage confinement of students, maintenance, fire safety, drugs, and security of student property. However, some deficiencies continue to exist relative to documentation of training, turnover rates, maintenance of management information, communication among staff, specialized programming, fire safety training, employee evaluations, and securing student property. PEER made specific recommendations relative to those deficiencies.

153. A REVIEW OF SELECTED AREAS OF OPERATION OF THE MISSISSIPPI MEDICAID PROGRAM, August 30, 1984, 61 pages

Upon request of a House Appropriations subcommittee, PEER reviewed the Medicaid nursing home audit and reimbursement system, assessed overall Medicaid program cost-containment efforts, and tested for reductions in direct care provided during late evening and early morning shifts in nursing homes.

Medicaid relies on unverified cost reports to establish nursing home reimbursement rates. Audits are inadequate in number, frequency, and depth to ensure that only reasonable and necessary costs are reimbursed. However, the Director of the Division of Medicaid contends that current procedures are adequate and cost-effective based upon apparent stability and reasonableness of reimbursement rates.

Short-term cost-control measures have been implemented when essential to sustain operations during periods of fund shortages. In an attempt to encourage long-term cost-containment efforts, PEER made six recommendations for consideration by the Medicaid Division and Legislature.

Unannounced inspections revealed no uniform pattern of direct care degradation during late evening and early morning shifts.

152. A FOLLOW-UP ANALYSIS OF THE 1983 FINANCIAL MANAGEMENT REVIEW OF THE BUREAU OF RECREATION AND PARKS OF THE DEPARTMENT OF NATURAL RESOURCES, July 31, 1984, 13 pages

In its follow-up analysis of *A Financial Management Review of the Bureau of Recreation and Parks of the Department of Natural Resources*, PEER found that the Bureau of Recreation and Parks has taken positive action in addressing recommendations of the 1983 report by developing new policies and procedures and strengthening internal control. PEER staff noted four related areas of administrative, internal accounting, and inventory control weakness which should be addressed and corrected by the bureau.

151. FOLLOW-UP REVIEW OF THE 1982 ANALYSIS OF OPERATION, UNIVERSITY OF MISSISSIPPI SCHOOL OF DENTISTRY, July 31, 1984, 28 pages

In December 1982 PEER released a report on the operation of the University of Mississippi School of Dentistry which cited numerous deficiencies in financial and operational management practices at the school. Among other things, the 1982 report concluded that the University of Mississippi Dental School, the third smallest dental school in the nation, is a high-cost institution which expends 58 percent more than the national average to educate its students and receives more state appropriated funds per Doctor of Dental Science Equivalent than any other dental school in the United States. The report also contained appropriate recommendations for improvement.

A follow-up review of the 1982 report reveals that the School of Dentistry has made progress in correcting the deficiencies. However, the Board of Trustees, Institutions of Higher Learning (IHL) impaired follow-up efforts by its restrictions and refusal to discuss certain PEER recommendations that IHL maintained were inappropriate for legislative review.

150. A MANAGEMENT AND OPERATIONAL REVIEW OF THE MISSISSIPPI STATE FAIR COMMISSION, June 26, 1984, 43 pages

The Fair Commission is the governing body for the ninety-six-acre fairgrounds complex where the Mississippi State Fair, Dixie National Livestock Show and Rodeo, and over 150 other smaller events are held each year. Through its

staff of twelve full-time and forty-four part-time employees, the Fair Commission maintains the buildings and grounds, rents facilities and equipment, manages two major events each year, and collects fees for use of the facilities. PEER's review of Fair Commission activities revealed deficiencies in the conduct of commission meetings, monitoring of fairgrounds affairs, planning, financial management, and safety.

149. NEEDED IMPROVEMENTS IN THE FINANCIAL MANAGEMENT SYSTEM OF THE STATE OF MISSISSIPPI, March 15, 1984, 38 pages

Recent state government cash flow and budget problems have brought attention to deficiencies in current financial management. Inadequate reporting and accounting procedures diminish effective monitoring and control of the available resources of the state. State government should develop a centralized financial accounting control and reporting system which conforms with generally accepted accounting principles.

148. A PERFORMANCE EVALUATION OF THE ADDIE McBRYDE REHABILITATION CENTER FOR THE BLIND, February 24, 1984, 30 pages

The Addie McBryde Rehabilitation Center for the Blind provides personal adjustment training and other related services to the blind and visually impaired to aid in development of their personal and social living skills. While the center presently provides quality level rehabilitation programs, it is beset with several administrative problems resulting in low staff morale, high turnover of personnel, and dissatisfaction among staff and trainees. If not resolved, these conditions will cause serious degradation of program effectiveness at the center.

147. AN ANALYSIS OF THE MISSISSIPPI STATE HIGHWAY DEPARTMENT'S EQUIPMENT PROCUREMENT PROCEDURES, February 24, 1984, 41 pages

The Mississippi State Highway Department purchased 3,130 equipment items worth \$15.9 million during fiscal years 1982 and 1983. Because of a complaint from an equipment vendor involving overly restrictive specifications and other inequitable procurement procedures, PEER reviewed the department's equipment procurement system with emphasis on vehicles and roadworking machinery. The department did not follow its own equipment replacement plan in preparing the budget request and in making purchases. The department's specifications and procedures in several instances were overly

restrictive, leading to unnecessary contention with unsuccessful bidders and the Division of Purchase Supervision.

146. 1983 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 1983, January 5, 1984, 88 pages

This report details the PEER Committee's 1983 accomplishments, contains an overview of PEER operations, and summarizes each PEER report released since the Committee's creation in 1973.

145. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1983, December 8, 1983, 150 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$15,689,097 in FY 1983. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide comparisons between FY 1982 and FY 1983. In addition, Table Q indexes names in Tables A through M. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information.

Users should read the introductory narrative before using the tables. PEER will prepare special reports from the data base for any legislator upon request.

144. A MANAGEMENT AND OPERATIONAL REVIEW OF THE MISSISSIPPI STATE DEPARTMENT OF AUDIT, December 8, 1983, 57 pages

The Department of Audit is responsible for annually post-auditing a total of 340 governmental entities. To perform these duties for FY 1982, the department currently has a staff of 122 auditing accountants located throughout the state and has received \$5,285,987 in general and special funds.

PEER found that the department's systems and procedures for management and quality control are inadequate to promote efficient and effective operation; consequently, the department is not current in conducting audits of entities under its purview. As of September 15, 1983, only 44 (12.9 percent) of the 340 entities had been audited every year through FY 1982. The department is delinquent for 581 fiscal audit years. Also, audit fee limitations set by statute, and ineffective billing and collection procedures, deprive the department of the timely use of non-state, local funds. Finally, the department is not consis-

tent in complying with generally accepted auditing standards.

This report recommends statutory, organizational, and procedural changes to improve the efficiency and effectiveness of the department and reduce the department's annual general fund appropriation by approximately \$1 million.

143. AN ANALYSIS OF INVESTMENT PERFORMANCE, POLICIES, AND PROCEDURES OF MISSISSIPPI'S PUBLIC EMPLOYEES' RETIREMENT SYSTEM AS OF JUNE 30, 1983, November 17, 1983, 99 pages

Mississippi's Public Employees' Retirement System (PERS) began operations in February 1953. As of June 30, 1982, the system, which covers state employees, teachers, employees of the state's public schools, junior and senior colleges and, by agreement, employees of the state's political subdivisions and juristic entities, had 119,682 members and total assets for purposes of actuarial valuation of \$1,338,145,614.

In its examination of PERS' investment policies, procedures and performance, PEER staff found that the system's rate of return on investments for the seven-year period ending June 30, 1982, lagged behind other public and private systems and market indices. The staff attributed PERS' poor relative rate of return to the conservatism inherent in PERS' investments law, the conservative philosophy of the Board of Trustees, lack of adequate diversification in portfolio management styles and the system's failure to establish explicit investment goals and to codify board policies and procedures. The report also addresses inadequacies of PERS' annual reports in accurately reflecting the system's investments performance and financial condition.

An addendum to the report discusses significant changes in investment policies and procedures which PERS made during the course of PEER's review as well as an update of investment performance through the quarter ending March 31, 1983. Recommendations contained in this report address several procedural areas that should enhance PERS's investments performance as well as the members' understanding and perception of that performance.

142. A FINANCIAL MANAGEMENT REVIEW OF THE BUREAU OF RECREATION AND PARKS OF THE DEPARTMENT OF NATURAL RESOURCES, August 25, 1983, 47 pages

The Bureau of Recreation and Parks, a division of the Department of Natural Resources, operates twenty-six state parks in Mississippi which provide various recreational facilities for the general public. During FY 1982,

the parks' operational expenditures amounted to \$5,428,397, of which 67.1 percent were offset by revenue generated by the parks themselves.

PEER's evaluation of internal controls and management practices of the bureau and individual parks indicated that administrative controls of the bureau are inadequate to ensure adherence to established policies and procedures. Therefore, the bureau is vulnerable to undetected misuse, misappropriation or theft of its assets, including property, vehicles, equipment, resale merchandise inventories, and cash receipts.

This report lists eighteen specific recommendations which will improve management effectiveness and operational efficiency within the bureau and individual parks.

141. A FOLLOW-UP REVIEW OF THE SYSTEM OF BUDGETING AND ACCOUNTING, INVENTORY PROCEDURES, AND OTHER SELECTED AREAS OF OPERATION IN THE DIVISION OF VOCATIONAL AND TECHNICAL EDUCATION OF THE STATE DEPARTMENT OF EDUCATION, July 26, 1983, 41 pages

This report is a follow-up review to PEER's 1982 report on the Division of Vocational-Technical Education which noted deficiencies in the following areas: budgeting, allocation of equipment funds, equipment inventory and records, acquisition and use of division vans, employee morale, and fund advances. Improvements were made in the areas of equipment inventory procedures and employee morale; however, in other areas the division did not take corrective action recommended in PEER's 1982 report.

140. AN INVESTIGATION OF ALLEGATIONS OF ABUSE AT THE OAKLEY CAMPUS OF THE DEPARTMENT OF YOUTH SERVICES, July 26, 1983, 59 pages

The Oakley campus is administered by the Department of Youth Services as a juvenile correctional facility for older, more sophisticated delinquents. As a result of complaints by legislators about possible abuse of youths at Oakley, PEER conducted an extensive investigation. While Oakley has improved its physical facilities, programs, and staffing in response to the 1977 *Morgan vs. Sproat* court decision, several problems still exist which contribute to abuse, including inadequate staff training; lack of effective supervision of direct care staff; inadequate documentation of operating procedures; lack of individual counseling plans for each student; inappropriate mixture of repeating with first-time residents during orientation; excessive idle-time cottage confinement of students; lax facility and ground maintenance; fire safety problems; access to physical hazards potentially harmful to stu-

dents including inhalants; and poor security of student personal property. PEER made recommendations for correcting these problems within the department's existing budget.

139. AN ANALYSIS OF THE OPERATION OF THE UNEMPLOYMENT COMPENSATION DIVISION OF THE MISSISSIPPI EMPLOYMENT SECURITY COMMISSION, May 20, 1983, 21 pages

The Unemployment Compensation Division collects unemployment taxes from liable Mississippi employers and pays benefits to unemployed workers who qualify.

PEER conducted a review in response to a legislative request questioning the validity of certain benefit payments which political subdivision employers are required to reimburse.

This report focuses on the tax collection and benefit payment functions where the employer involved is a political subdivision reimbursing the Unemployment Trust Fund for benefits paid.

PEER determined that reimbursable political subdivisions are statutorily bound to reimburse the Trust Fund. Also, the reimbursement liability of political subdivisions is significantly affected by Department of Labor Standards for benefit payment promptness and the Supreme Court's opinion concerning discontinuing benefit payments. PEER suggests as alternatives that reimbursable political subdivisions may wish to elect other available contribution methods, or the Legislature may wish to consider authorizing political subdivisions to contribute based upon individual employer experience.

138. A MANAGEMENT REVIEW OF THE MISSISSIPPI FIRE ACADEMY, May 20, 1983, 12 pages

The Mississippi State Fire Academy is charged with the responsibility of training and educating persons engaged in municipal, county, and industrial fire protection. From FY 1972 to FY 1982, the Fire Academy trained 28,097 persons.

PEER determined that the academy has a continuing dependency on state general funds for its operations. In addition, the academy is conducting an increasing percentage of its courses in itinerant locations at local fire departments. The academy also is not utilizing four of its eight facilities as originally intended.

PEER recommends that the Mississippi State Fire Academy utilize all of its resources at optimum capacity and attempt to generate more of its operating revenue.

137. A MANAGEMENT REVIEW OF THE GOLDEN TRIANGLE REGIONAL MEDICAL CENTER IN THE CONTEXT OF MISSISSIPPI COMMUNITY HOSPITAL LAWS, May 20, 1983, 20 pages

Current laws governing community hospitals are flexible enough to allow governing boards to operate responsibly without restrictions which could hamper medical staff recruitment and compensation. Despite certain questionable expenditures by Golden Triangle Regional Medical Center (GTRMC), the PEER Committee does not recommend any amendments to existing statutes. The State Department of Audit, District Attorney, and Attorney General should continue investigation of any possible illegal acts by GTRMC officials.

136. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1982, February 11, 1983, 153 pages

Total in-state and out-of-state travel reimbursements for state employees and officials amounted to \$14,678,306 in FY 1982. Tables A through M in this report list the 200 state employees or officials with the highest travel expense in each category. Tables N through P provide comparisons between FY 1981 and FY 1982. In addition, an index to names in Tables A through M has been added. The purposes of the report are to point out the significance of individual travel expenses and to provide agency management with comparative information. Users should read the introductory narrative before using the tables.

135. AN ANALYSIS OF PROCEDURES FOR ASSESSING VALUE OF PUBLIC UTILITY PROPERTY FOR AD VALOREM TAX PURPOSES, February 11, 1983, 30 pages

The Ad Valorem Division of the State Tax Commission assesses public utility property using the "unit system" in lieu of assessment by local assessors. Deficiencies in current commission procedures allow some properties to escape assessment and taxation including:

1. No independent verification of information submitted by utilities
2. Lack of input from local assessors
3. No reconciliation of data and assessments with property values used by the Public Service Commission and the Federal Energy Regulatory Commission

134. 1982 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 1982, February 1, 1983, 73 pages

This report presents the PEER Committee's 1982 Annual Report to the Mississippi Legislature. It details accomplishments for 1982 as well as projections for 1983. In addition to 1982 activities, the report includes brief summaries of all PEER reports released since the Committee's creation in 1973.

133. A FINANCIAL AND OPERATIONAL SURVEY OF ELECTRIC POWER ASSOCIATIONS AND MUNICIPAL ELECTRIC UTILITIES IN MISSISSIPPI, January 31, 1983, 101 pages

This survey-based report presents financial and operational data on each of the forty-nine Mississippi-based electric power utilities which are exempt from rate regulation by the Mississippi Public Service Commission. These utilities, which provide electricity to over 500,000 in-state customers, fall into two categories: municipal electric utilities and electric power associations. The report includes size, earnings and debt structure, operation cost, and rate information on each of the utilities surveyed. Also, the report contains rate information on the state's two investor-owned utilities: Mississippi Power Company and Mississippi Power and Light Company.

132. FISCAL YEAR 1982 EVALUATION OF THE GOVERNOR'S OFFICE OF JOB DEVELOPMENT AND TRAINING, December 15, 1982, 26 pages

This report is a follow-up to PEER's 1981 review of the Governor's Office of Job Development and Training (GOJDT) and includes a section on the program effectiveness of the adult CETA programs administered by GOJDT during FY 1982. PEER takes no exceptions in regard to those areas in which a follow-up review was conducted. PEER did conclude, however, that three of GOJDT's CETA components did not prove to be effective in terms of placing CETA participants in permanent employment upon termination from the CETA program.

131. A REVIEW OF DEVELOPMENTS AND MISSISSIPPI PUBLIC SERVICE COMMISSION'S REGULATORY ACTIONS CONCERNING

MISSISSIPPI POWER AND LIGHT COMPANY GRAND GULF AND INDEPENDENCE PLANT DECISIONS, December 9, 1982, 32 pages

For several decades prior to 1970, the electric power industry in general, and the Mississippi Power and Light Company (MP&L) in particular, experienced a period of increasing demand and decreasing rates. During this time, based on optimistic forecasts of future demand, Middle South Utilities planned the construction of massive amounts of new generating capacity, including a nuclear plant at Grand Gulf in Claiborne County, Mississippi, and a coal-fueled plant in Independence County, Arkansas. This report traced the events leading to the decision to construct Grand Gulf and summarized the Grand Gulf hearing before the Mississippi Public Service Commission. The report also reviewed events in Arkansas and Mississippi which led to the AP&L decision to sell Independence and summarizes the three hearings before the Mississippi Public Service Commission (MPSC). The report examined the role of the MPSC staff in both cases and concluded with a discussion of the effect of these decisions on rates.

130. AN ANALYSIS OF THE OPERATION OF THE UNIVERSITY OF MISSISSIPPI SCHOOL OF DENTISTRY, December 9, 1982, 168 pages

Since its creation in 1973, the University of Mississippi School of Dentistry has received for its operation \$25,812,471 in state general funds, \$5,692,302 in other funds, enrolled 318 students, and produced 107 dentists, of whom an estimated 68 currently practice dentistry in Mississippi.

The University of Mississippi Dental School, the third smallest dental school in the nation, is a high cost institution which expends 58 percent more than the national average to educate its students and receives more state appropriated funds per Doctor of Dental Science Equivalent than any other dental school in the United States.

PEER noted several inefficiencies including underutilization of clinic space; inadequate control over dental supplies and some equipment items; a lack of effective patient credit and collection procedures; and an inadequately controlled faculty private practice program.

PEER believes that the Dental School should improve its management and reduce its cost of operation and high dependence on state general funds.

129. FISCAL YEAR 1982 STATE INDICATORS REPORT: A SURVEY OF FINANCIAL DATA

AND MANAGEMENT INFORMATION RELATIVE TO STATE AGENCIES AND BUDGET UNITS, September 17, 1982, 568 pages

The fifth in a series, the FY 1982 Indicators report provided a broad range of financial and management information concerning the operations of state agencies to the executive and legislative branches of Mississippi state government. As in previous years, PEER staff compiled the information from responses to questionnaires mailed to all state agencies and budget units.

The report presented questionnaire responses for the following functions: Legislative; Judiciary and Justice; Executive and Administrative; Fiscal Affairs; Public Education; Higher Education; Public Health; Hospitals and Hospital Schools; Agriculture and Commerce; Conservation; Insurance and Banking; Corrections; Social Welfare; Military, Police and Veterans' Affairs; Miscellaneous; Public Works; and Special Fund Agencies.

128. A MANAGEMENT REVIEW AND PERFORMANCE EVALUATION OF THE MISSISSIPPI DEPARTMENT OF WILDLIFE CONSERVATION, August 19, 1982, 72 pages

The Mississippi Department of Wildlife Conservation manages and protects the state's wildlife and marine resources. Organized in 1979 as the product of four formerly independent agencies, the department oversees nearly one million acres of wildlife habitat concentrated in thirty management areas, twenty lakes, and six reservoirs. While the agency is making progress in managing and protecting wildlife and marine resources, it still must solve several administrative problems. Chief among these are consolidation of required administrative functions, collection of half-fine money from justices of the peace, and adequate internal control over funds from concession and license sales.

127. AN INVESTIGATION OF COMPLIMENTARY ATHLETIC TICKET DISTRIBUTION BY STATE UNIVERSITIES, August 19, 1982, 40 pages

The Board of Trustees of State Institutions of Higher Learning (IHL) has not adopted guidelines controlling distribution of complimentary athletic admission tickets by state universities (except that IHL required universities to furnish complimentary tickets to IHL Board members, former Board members, and surviving spouses). During the 1980 football season, universities distributed 76,611 complimentary tickets worth \$684,356 including 6,411 tickets worth \$60,572 to public officials and staffs. Included in the 6,411 were 3,421 tickets worth \$34,052 received by IHL and staff (including former board members and surviving spouses). Because IHL refused to

adopt a controlling administrative policy, the Legislature should accomplish needed restrictions by statute.

126. AN INVESTIGATION OF ABUSE AND ABUSE POTENTIAL AT THE STATE'S MENTAL RETARDATION CENTERS, May 20, 1982, 147 pages

This report investigated abuse and abuse potential at each of the state's five residential facilities for the mentally retarded. While the centers had taken many positive steps toward the detection and prevention of resident abuse, shortcomings remained in the system. Most significant was the lack of a comprehensive monitoring structure. In addition, PEER found that the centers did not always follow critical policies and procedures, unlicensed personnel administered medication in certain units, direct care personnel did not properly supervise residents at all times, and three centers were deficient in the areas of fire protection and safety provision.

125. A MANAGEMENT REVIEW AND PERFORMANCE EVALUATION OF THE MISSISSIPPI SCHOOL FOR THE DEAF, May 20, 1982, 193 pages

This report evaluated management performance at the Mississippi School for the Deaf, which provided educational services to 262 hearing-impaired residential students in school year 1981-82. PEER noted major weaknesses in financial operations, physical plant maintenance, administrative organization, internal communications, and Board of Trustee operations. The report made appropriate recommendations to correct identified deficiencies and included an extended analysis of citizen boards and commissions.

124. AN ANALYSIS OF THE SYSTEM OF BUDGETING AND ACCOUNTING, INVENTORY PROCEDURES, AND OTHER SELECTED AREAS OF OPERATION IN THE DIVISION OF VOCATIONAL-TECHNICAL EDUCATION OF THE DEPARTMENT OF EDUCATION, March 15, 1982, 52 pages

The State Department of Education, Division of Vocational-Technical Education, spent \$42,732,180 in FY 1981, including \$30,406,556 in state general funds. This report discussed problems in budgeting, fund allocations, equipment inventory procedures, advances to local programs, and staff morale. The division circumvented Budget Commission purchasing controls and legislative intent through an unauthorized purchase of two luxury passenger vans. PEER's sample equipment inventory count revealed 52 unlocated items worth \$56,665.

123. 1981 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 1981, February 15, 1982, 69 pages

This report presented the PEER Committee's 1981 Annual Report to the Mississippi Legislature. It detailed accomplishments for 1981 as well as major evaluations in progress and projections for 1982. In addition to 1981 activities, the report included brief summaries of all PEER reports released since the Committee's creation in 1971.

122. A PERFORMANCE EVALUATION OF THE MISSISSIPPI BUREAU OF NARCOTICS, January 28, 1982, 82 pages

The Mississippi Bureau of Narcotics (MBN) is the state agency responsible for enforcing laws pertaining to illicit street narcotic traffic. This report detailed PEER's evaluation of the bureau's efforts at fulfilling its drug enforcement duties.

Although legally under the supervision of the Department of Public Safety, the bureau has operated as an independent state agency because it has a separate appropriation and the director is appointed by the Governor. Bureau agents are not entitled to twenty-year retirement as are highway patrolmen although agents are engaged in equally or more hazardous duties. Although MBN has received special funds over the years, it has not provided information on such funds for the Legislature's use in appropriating bureau funds.

In the report, PEER reviewed three feasible organizational alternative views regarding the bureau: retain the current system, institute administrative changes to include changing the law to provide early retirement for bureau agents, or reorganize.

121. STATE TRAVEL EXPENSE ACCOUNT ANALYSIS FOR FISCAL YEAR 1981, December 18, 1981, 130 pages

Each of the thirteen tables in this report reflected the 200 state employees or officials with the highest travel expense for each category. The tables listed the state agency or fund title to which the expenses were charged together with the amounts reimbursed. The tables detailed the following expenses:

- Combined in-state and out-of-state travel, all categories
- In-state travel, all categories combined

- In-state mileage
- In-state subsistence
- In-state rented vehicle
- In-state public carrier
- In-state other (miscellaneous)
- Out-of-state travel, all categories combined
- Out-of-state mileage
- Out-of-state subsistence
- Out-of-state rented vehicle
- Out-of-state public carrier
- Out-of-state other (miscellaneous)

The tables did not include several categories of employees and officials. Since the law does not require junior colleges, senior colleges, and a few other agencies to submit expense reimbursement vouchers to the Department of Public Accounts, the tables did not list their employees. The tables also did not include legislative expenses of state legislators because the Department of Public Accounts publishes this information annually.

120. FY 1981 STATE INDICATORS REPORT: A SURVEY OF FINANCIAL DATA AND MANAGEMENT INFORMATION RELATIVE TO STATE AGENCIES AND BUDGET UNITS, December 18, 1981, 547 pages

The fourth in a series, the FY 1981 Indicators report provided a broad range of financial and management information concerning the operations of state agencies to the executive and legislative branches of Mississippi state government. As in previous years, PEER staff compiled the information from responses to questionnaires mailed to all state agencies and budget units.

The report presented questionnaire responses for the following functions: Legislative; Judiciary and Justice; Executive and Administrative; Fiscal Affairs; Public Education; Higher Education; Public Health; Hospitals and Hospital Schools; Agriculture and Commerce; Conservation; Insurance and Banking; Corrections; Social Welfare; Military, Police and Veterans' Affairs; Miscellaneous; Public Works; and Special Fund Agencies.

119. AN ANALYSIS OF SELECTED AREAS OF OPERATION IN THE MISSISSIPPI STATE

HIGHWAY DEPARTMENT, December 18, 1981, 101 pages

This report encompassed various areas of Highway Department operations. In reviewing the department's accounting procedures and related controls, PEER auditors noted that not all of the accounts receivable were recorded in the general ledger, internal controls over petty cash and imprest funds appeared weak, and some employees who handled assets were not bonded.

PEER used a statistical sample to verify inventory records. Poor organizational and operational controls were in evidence in the fuel and stores inventory systems. However, as a result of good accounting control in the area of equipment, only 1 percent of the sample items in this inventory could not be located.

In another area, auditors noted that since PEER's 1980 report on the Systems and Procedures Division, the department has implemented only one of six recommendations for improved computer management. The report also examined the areas of liquidated damages and highway maintenance evaluation.

118. FOLLOW-UP REVIEW OF THE FY 1980 EVALUATION OF THE GOVERNOR'S OFFICE OF JOB DEVELOPMENT AND TRAINING, December 18, 1981, 41 pages

For the annual review of the Governor's Office of Job Development and Training (GOJDT), PEER conducted a follow-up to its FY 1980 evaluation. GOJDT is the balance-of-state prime sponsor for manpower programs established by the Comprehensive Employment and Training Acts of 1973 and 1978. In examining GOJDT's operations, PEER auditors noted some problems in monitoring and verification of participant eligibility.

117. A REVIEW OF THE FINANCIAL OPERATIONS OF MISSISSIPPI MEMORIAL STADIUM, November 20, 1981, 36 pages

Since 1960 the Mississippi Memorial Stadium Commission has operated the stadium in Jackson which currently seats 62,500. Its seven members include the Governor, Secretary of State, Attorney General, and four gubernatorial appointees. The stadium's operating budget in 1980 was \$610,537, income generated from amusement taxes on stadium athletic events, debt service surcharges, and concessions. In reviewing the stadium's financial operations, PEER noted several areas of weakness and made sixteen recommendations for improvement.

116. OVERSIGHT OF LIEU LAND SALES BY THE STATE LIEU LAND COMMISSION, July 2, 1981, 72 pages

School land reform legislation adopted in 1978 requires the sale of 4,200 acres of lieu lands located outside the county of ownership. The lands, granted to county school boards where sixteenth section land was not available, are located in six counties with the bulk, or 63 percent, in Hancock County.

The Lieu Land Commission, composed of the Attorney General and Secretary of State, must initiate the sales mandated by the law beginning July 1, 1981. This report made sixteen recommendations for improving administration of the sales. The commission responded favorably to and has implemented most of these recommendations.

115. AN INVESTIGATION OF ALLEGED IMPROPER PURCHASING PROCEDURES IN THE BUREAU OF RECREATION AND PARKS OF THE DEPARTMENT OF NATURAL RESOURCES, May 7, 1981, 29 pages

After receiving a complaint from a copying machine vendor, PEER investigated the attempted purchase by the Department of Natural Resources' Bureau of Recreation and Parks of nine desk top copiers for various state parks. The bureau failed to follow proper internal purchasing procedures, did not seek formal bids, used "closed" specifications, and attempted to make the purchase with State Building Commission House Bill (HB) 660 park construction funds in possible violation of legislative intent. PEER recommended that HB 660 be interpreted more closely, that the department's purchasing agent be made responsible for non-construction-related purchases from HB 660 funds, and that the Building Commission and Budget Commission closely coordinate equipment purchases.

114. AN ANALYSIS OF CANTEEN OPERATIONS AND RELATED AREAS AT THE MISSISSIPPI STATE PENITENTIARY AT PARCHEMAN, May 7, 1981, 61 pages

The canteen system at the State Penitentiary is designed to meet the purchasing needs of its inmates. A Central Canteen, operated by a manager and three clerks, supplies goods to twenty-one inmate canteens. Inmate operators, supervised by the canteen's unit administrator and the Central Canteen Manager, run the inmate canteens, which handle snacks and personal necessities. The Assistant Comptroller of the Department of Corrections is responsible for the supervision of the accounting aspect of the canteen operation.

In FY 1980 the canteen operation generated \$434,000 in sales. Considering the large amount of money handled and current canteen practices, PEER found that opportunities did exist for abuse of the canteen by inmates and the prison administration. In addition, PEER noted weaknesses in the areas of inventory procedures, cash overages and shortages, use of price lists, segregation of accounting functions, use of canteen profits, and management practices.

113. 1980 PEER ANNUAL REPORT AND CUMULATIVE SUMMARIES OF REPORTS ISSUED THROUGH DECEMBER 1980, February 24, 1981, 62 pages

This report presented the PEER Committee's 1980 Annual Report to the Mississippi Legislature. It included accomplishments for 1980 as well as major evaluations in progress and projections for 1981. In addition to 1980 activities, the report briefly summarized all PEER reports released since the Committee's creation in 1973.

112. A REVIEW OF THE SALVAGE TIMBER OPERATIONS ON THE PASCAGOULA RIVER WILDLIFE MANAGEMENT AREA, February 23, 1981, 98 pages

In September 1979 Hurricane Frederic damaged approximately 50 million board feet of timber on the Pascagoula River Wildlife Management Area (PRWMA) located in George and Jackson counties. Officials of the Department of Wildlife Conservation (DWC), which administers the PRWMA, decided to salvage the damaged timber.

The report reviewed the salvage timber operations on the PRWMA, including improper timber cutting activities which occurred, initial planning and supervision by DWC, and terms of the timber contracts. PEER recommended, among others, that the Attorney General review contract violations and that the DWC develop a comprehensive timber management plan for all state-owned wildlife management areas, with priority to PRWMA.

111. AN INVESTIGATION OF THE SALE OF SAMPLE TEXTBOOKS BY BOARD MEMBERS AND THE EXECUTIVE SECRETARY OF THE MISSISSIPPI STATE TEXTBOOK PURCHASING BOARD, January 8, 1981, 22 pages

During the course of reviewing the State Textbook Purchasing Board's textbook adoption procedures, PEER noted that publishers had furnished sample copies of textbooks to each board member and to the executive secretary of the board for consideration of adoption.

Contact with School Book Supply Company (the state depository and a privately-owned business) officials revealed that the company had purchased sample books from the board members and the executive secretary after each adoption. According to School Book Supply's records, it paid a total of \$37,958.50 after the 1976 adoption and \$42,223.33 after the 1979 adoption. Persons paid included Textbook Board members, the board's executive secretary, the state Superintendent of Public Education, and a former Governor's staff member.

In its report, PEER recommended the establishment of restrictions on the number of sample copies provided by publishers prior to adoption, controls to account for these books, and legislation to prohibit state officials or employees from selling or donating copies of sample textbooks to others.

110. SUMMARY OF PROPOSED ECONOMY AND EFFICIENCY MEASURES FOR THE STATE OF MISSISSIPPI, January 5, 1981, 66 pages

This report proposed fourteen measures which, after implementation costs were absorbed, could save the state of Mississippi an estimated \$23,213,377. The areas discussed were:

- Special Hotel Rates for State Employees
- Cost Control Task Force
- Interest on State Investments
- Employee Incentive Pay Program
- Purchasing Restrictions on State Vehicles
- Restrict Commuting in State Vehicles
- Employee Suggestion Program
- Construction of State Agency Offices
- Consolidated Bonding Program
- Surplus Property Office-Forms Management Program
- Long-Distance Telephone Usage Control System
- Productivity Improvement Program
- Energy Management Program

The report briefly explained each measure and provided a projection of income or cost savings if feasible. Where implementation of measures required changes in legislation, the report included proposed legislation in the appendixes.

109. EXCEPTIONS TO PURCHASE CONTRACTS OF TEXTBOOKS ADOPTED IN 1978 BY THE MISSISSIPPI STATE TEXTBOOK PURCHASING BOARD INCLUDING A REVIEW OF BOOK COMPANY PAYMENTS FOR BOARD SECRETARY'S EXPENSES, December 11, 1980, 150 pages

This report is the result of a complaint to PEER that in the state's 1978 textbook adoption bids were received and accepted by the Textbook Board to purchase textbooks for Mississippi at prices higher than those at which the same books were being sold in Alabama, Tennessee, and Louisiana.

In the course of its review PEER noted (1) that the executive secretary of the board received free benefits from publishers and others upon attending meetings throughout the country, (2) that the publishers and book manufacturers fund the operations of the Advisory Commission on Textbook Specifications which recommends specifications for textbooks purchased by states, (3) that the executive secretary took action which may have caused the termination of a book representative who complained about the operations of the board, (4) that publishing companies appeared to have an undue influence over the board and its executive secretary, (5) that the board had no controls to assure school districts were not ordering more of a particular type of textbook than needed, and (6) that the board had adopted textbooks at prices higher than the prices of similar textbooks in other states. It was noted that Mississippi had a later bid date when the copies of textbooks were higher in Mississippi than in other states. Recommendations concerning these findings were presented in the report.

108. AN EVALUATION OF THE GOVERNOR'S OFFICE OF JOB DEVELOPMENT AND TRAINING, December 11, 1980, 46 pages

House Bill 254 mandated that the PEER Committee conduct an annual review of the Governor's Office of Job Development and Training (GOJDT) and report exceptions to the Legislature by December 15. This report presented the results of PEER's FY 1980 evaluation.

GOJDT was primarily responsible for program planning, monitoring, fiscal control, grant administration, and reporting to the Department of Labor (DOL) for all Comprehensive Employment and Training (CETA) manpower programs in the state. These programs, designated by titles, provided for a wide range of employment and training opportunities.

PEER's review revealed minor flaws in GOJDT operations. Among these were excessive delays in processing monitoring reports, confusion concerning the investigative authority of monitoring teams, and delays in completing quarterly participant eligibility verification reports.

107. FY 1980 STATE INDICATORS REPORT: A SURVEY OF FINANCIAL DATA AND MANAGEMENT INFORMATION RELATIVE TO STATE AGENCIES AND BUDGET UNITS, November 21, 1980, 562 pages

As in previous years, a questionnaire was mailed to all state agencies and budget units to accumulate broad information on each. Based on information from returned questionnaires, this report profiled each agency and provided quick access to their important characteristics and practices.

Questionnaire responses were presented for the following functions: Legislative; Judiciary and Justice; Executive and Administrative; Fiscal Affairs; Public Education; Higher Education; Public Health; Hospitals and Hospital Schools; Agriculture and Commerce; Conservation; Insurance and Banking; Corrections; Social Welfare; Military, Police, and Veterans Affairs; Miscellaneous; Public Works; and Special Fund Agencies.

106. A PERFORMANCE EVALUATION OF THE MISSISSIPPI STATE BOARD OF BARBER EXAMINERS, October 30, 1980, 36 pages

The three-member Barber Board was established in 1930 to license and oversee the activities of barbers, barber shops, and barber schools in the state. In conducting its limited performance evaluation, PEER noted that although the board appeared to collect fees as required by law and attempted to regulate activities in this area, problems did exist in several areas. These included (1) inadequate procedures and maintenance of supportive records regarding the licensing of barbers as well as regulation of the inspection of barber shops and schools; (2) irregular deposits of fees collected; and (3) improper use of funds in the savings account. Specific recommendations to correct these and other problems were proposed in this report.

105. A PERFORMANCE EVALUATION OF MISSISSIPPI'S VETERANS' FARM AND HOME BOARD, September 5, 1980, 108 pages

The Veterans' Farm and Home Board (VFHB) was established to aid the state's war veterans through financial assistance in the purchasing of modest farms and homes. This report analyzed in detail the terms and conditions under which veterans' farm or home purchases were made, distributed, and serviced. Particularly emphasized were program abuses resulting from the lack of codified policies and procedures as well as inadequate program publicity.

The first two chapters focused on the organizational and financial structure of the VFHB. The following chapters

detailed the procedures followed in the granting of VFHB financial assistance and the problem associated with such procedures. One chapter dealt exclusively with loans made by the VFHB to public officials and state employees. In addition, loan closing procedures and the servicing of active accounts were reviewed. A list of active VFHB accounts was also included.

104. AN EVALUATION OF PATIENT SAFETY PROCEDURES AT MISSISSIPPI STATE HOSPITAL, August 29, 1980, 42 pages

Three fatal accidents involving patients which occurred at the hospital in 1980 were reviewed in this report. These accidents led to allegations of inadequate safety procedures. In evaluating the hospital's safety procedures, PEER generally found them to be uncoordinated. Responsibility for administration of safety programs was fragmented, and current programs were not enforced. In addition, numerous hazard areas—lakes, drainage ponds and ditches, dilapidated buildings, deteriorating silos, and unused heating tunnels in basements of buildings—existed on the hospital grounds. Major factors affecting patient safety were addressed, including such topics as fire protection, emergency services, and disaster planning. Recommendations were presented both for immediate and long-range implementation.

103. AN ANALYSIS OF THE INTERNAL CONTROLS OF THE DATA PROCESSING SECTION OF THE MISSISSIPPI STATE HIGHWAY DEPARTMENT'S SYSTEMS AND PROCEDURES DIVISION, July 29, 1980, 36 pages

The Systems and Procedures Division has the responsibility of providing computer services to the Mississippi State Highway Department. This examination focused on internal controls of the Data Processing Section within the Systems and Procedures Division. Areas of audit consideration included organization and management controls, documentation controls, access controls, data and procedural controls, physical security, input and output controls, and processing controls.

In its review PEER discovered several substantial weaknesses in internal controls. For example, employee segregation of duties was not strictly enforced. Program documentation was weak or nonexistent, and physical security of the computer installation was found to be lax. Although the division was performing its established purpose, correction of weaknesses outlined in this report would improve its efficiency and effectiveness.

102. AN INVESTIGATION OF THE BENTON COUNTY EARLY CHILDHOOD EDUCATION CENTER, July 29, 1980, 18 pages

Allegations of a conflict of interest on the part of Bonnie June Ayers, Benton County Welfare Director, were the subject of this PEER report. The conflict stemmed from the fact that Mrs. Ayers' husband was a joint owner of the building leased by the Benton County Early Childhood Education Center. As County Welfare Director, Mrs. Ayers' duties included recommending approval or disapproval of major actions of the center to the State Department of Public Welfare.

In the opinion of the PEER Committee, no conflict of interest existed based on the fact that Mrs. Ayers had no control over the center's daily operations or the facilities leased by the center. In addition, PEER found the Department of Public Welfare well informed of the operations of the center and its problems.

101. AN INVESTIGATION OF THE PURCHASE OF FUEL IDENTIFICATION DECALS BY THE OFFICE OF THE MOTOR VEHICLE COMPTROLLER, May 29, 1980, 39 pages

This report was the result of a complaint concerning the bidding and purchase of 1980 motor carrier fuel identification decals by the Office of the Motor Vehicle Comptroller. The complaint alleged that the low bidder provided both bid samples and finished decals which did not meet the established specifications. Based on the Mississippi State Chemical Laboratory's independent analysis, neither the bid samples nor the finished decals of the low bidder met the terms of the bid specifications. PEER recommended that MVC establish objective standards and review procedures for evaluation of technical proposals before receiving bids on any item in the future.

100. SPECIAL INVESTIGATION: POLITICAL ACTIVITIES OF MVC EMPLOYEES, April 24, 1980, 76 pages

The purpose of this investigation was to determine if Motor Vehicle Comptroller employees were engaged in political activities contrary to a statute which prohibited MVC employees and officials from engaging in any type of political activity except voting. The report divided political activities into four areas—campaign activities, raffle ticket sales, personnel practices, and ticket voiding. Information in the report revealed that, in general, these political activities resulted in violation and/or inequitable enforcement of state laws, loss of state revenue, low morale of agency employees, and ultimately the deterioration or excessive maintenance of Mississippi's highways. Two public hearings on MVC political activities

held by PEER during the latter part of 1979 were the basis for this report.

99. A SURVEY OF STATE AGENCY INSURANCE COVERAGE, March 24, 1980, 81 pages

This report presented information taken from questionnaires which were mailed to all state agencies, junior colleges, and universities. The information concerned the insurance coverage and the companies that carried the insurance for each agency and college responding as well as the annual cost of the insurance to the state of each group. Health, life, workmen's compensation, fire, automobile, fidelity/surety bonding, and general liability were among the types of insurance surveyed. In addition, the report outlined two alternatives, a self-insurance program and a health maintenance organization, to the purchase of commercial insurance.

98. A SPECIAL FOLLOW-UP REPORT TO THE LEGISLATURE DETAILING STATE AGENCY COMPLIANCE WITH SELECTED BILLS PASSED DURING THE 1978 AND 1979 LEGISLATIVE SESSIONS, February 25, 1980, 91 pages.

Eight bills passed during the 1978 and 1979 Sessions were reviewed by PEER. Each bill was evaluated with regard to the progress made toward its implementation and its impact where feasible. Also included were possible recommendations for the Legislature to consider during the 1980 Session.

The legislative bills passed during the 1978 Session which PEER evaluated were (1) Senate Bill 2430, a sixteenth section land reform bill; (2) House Bill 581, which concerns fuel adjustment clauses used by public utilities; (3) Senate Bill 2306, which created the Department of Wildlife Conservation and the Department of Natural Resources; and (4) House Bill 996, which established the Transportation Planning Council. Bills from the 1979 Session selected for inclusion were (1) House Bill 1299, which established the Mississippi Health Care Commission; (2) House Bill 913, which concerned the management of the state's hazardous wastes; (3) Senate Bill 3024, the appropriations bill for Mississippi's sixteen junior colleges; and (4) Senate Bill 2436, which established the Mississippi Ethics Commission.

97. A PROPOSAL FOR INCREASING LEGISLATIVE AND EXECUTIVE OVERSIGHT OF

FEDERAL AID FUNDS IN MISSISSIPPI, February 25, 1980, 91 pages

This publication reviewed the federal grant-in-aid system, its effects on the state in regard to policy and revenue, and specifically the increase of Mississippi's oversight of federal aid distributed to state agencies.

The various forms of federal aid to the states were detailed in the first section. It was noted that Mississippi state government, along with Tennessee, ranked seventh among the ten state governments relying most on federal funds as a percentage of total revenue. The second section discussed the roles of the governors and the state legislatures in the distribution of federal funds. The final section of the report dealt with current oversight procedures of federal funds in the state.

To correct weaknesses identified in the report and to increase both executive and legislative oversight, PEER recommended that a new division be created within the Commission of Budget and Accounting to review all applications for federal funds and make recommendations to the commission, to monitor and keep records of federal funds distributed to state agencies, and to perform fiscal and program audits of federal programs when requested by the Legislature. Additional PEER recommendations were outlined in the report.

96. AN ANALYSIS OF INVESTMENT PROCEDURES ASSOCIATED WITH FUNDS OF THE STATE OF MISSISSIPPI, February 25, 1980, 72 pages

Investment procedures associated with funds of the state of Mississippi were evaluated in this publication. Investments made by the Treasurer's office were examined as well as those of state agencies and organizations that invest independently of the Treasurer's office. Assessments were made of the investment procedures associated with three major groups of funds—general and special state funds, special agency funds, and state funds maintained separately.

The report concluded that improvements had been made in the management of investment portfolios due to recent positive legislative and administrative actions (including the enactment of Timely Deposits legislation). However, PEER determined that the state was still not receiving optimal interest income on investments due to the continuing existence of administrative inefficiencies and inadequacies which adversely affect investment management and the imposition of legislative restrictions governing investment.

95. AN INVESTIGATION OF THE MALMAISON WILDLIFE MANAGEMENT AREA LAND LEASE, February 11, 1980, 17 pages

This report investigated allegations made against the Department of Wildlife Conservation (DWC) and Mr. J. E. Hobgood, Chairman of the Wildlife Conservation Commission. The charges involved a controversial lease agreement between Mr. James Nelms of Vaiden, Mississippi, and the DWC for 933 acres of land comprising the Malmaison Wildlife Management Area. Although PEER found the conflict of interest charges against Mr. Hobgood to be unsubstantiated, there were questions concerning the manner in which the lease was awarded. Several recommendations concerning the lease were outlined in the report.

94. SUMMARIES OF REPORTS ISSUED BY THE JOINT LEGISLATIVE COMMITTEE ON PERFORMANCE EVALUATION AND EXPENDITURE REVIEW, JULY 3, 1973—DECEMBER 7, 1979, December 7, 1979, 57 pages

This publication summarized each report issued by the PEER Committee from July 1973 through December 7, 1979. In addition to providing annotations, the report contained a chronological listing of PEER publications and an alphabetical index by subject.

93. AN EVALUATION OF THE MISSISSIPPI COUNCIL ON AGING FOOD SERVICE CONTRACTS FOR FISCAL YEARS 1978-1980, December 7, 1979, 126 pages

The Mississippi Council on Aging (COA) was established to administer all federal programs relating to the elderly within the state which are not the responsibility of another agency. An advisory council, whose members were all appointed by the Governor, was created to assist the staff in studying the status of the state's elderly and providing input into new programs. Funds for the various programs were provided mainly from federal sources; state funds accounted for roughly 4 percent of the current operating budget.

The major emphasis of this report was the Title VII nutrition program that provided a noon meal five days a week to some 8,700 citizens aged sixty or older. The COA contracted with ten area agencies on aging (AAAs) for local administration of the programs. The geographical areas of these ten AAAs corresponded to the ten planning and development districts (PDDs) in the state. Thus, the PDDs were generally the agencies that administered the nutrition program in the field.

One area explored in this review was food service contracts. Although the majority of AAAs had elected to come

under a statewide contract secured by COA, a few AAAs had not done so because they were able to secure more economical contracts on their own. PEER investigated charges that these AAAs were forced to come under the statewide food service contract. Among other problems, PEER noted that the statewide contract entered into by COA on behalf of the AAAs had not always been awarded to the lowest and best bidder; that the statewide contract then in effect contained provisions which worked to the financial advantage of Mississippi Valley Food Services (MVFS), a vendor toward which COA staff and certain council members had exhibited a marked prejudice for over the years; and that the COA staff established a list of equipment specifications for food heating containers that was tailor-made to fit the type of heating system used by MVFS.

The important relationship between COA and the PDDs, who administer the program in the field, was also explored. PEER found that the COA staff had led the council to believe that only AAAs could contract separately for food services, causing the council to deny the City of Jackson (part of the Central Mississippi Planning and Development District) and Northeast Mississippi Elderly Services their right to sign their own food service contracts in 1978. PEER also noted district favoritism emanating from the COA as well as conflicting and inconsistent application of program regulations by COA staff. The COA staff encouraged the idea of dropping all meal contracts with the PDDs and instead establishing private nonprofit corporations with which the COA would contract. This would eliminate all local input into program selection and delivery and make COA immune from local criticism of program administration.

Finally, evidence of extensive political action relating to virtually every aspect of COA activity was apparent throughout this investigation. Close associates of the Governor had been and were at the time on the COA staff, and had engaged, while on the job, in activities not related to their job duties which were often of a purely political nature. The Governor had removed and appointed council members at his discretion, even though they were supposed to serve for his entire term of office. Many of the current council members did not represent, or were not the agency selected representative for, those agencies specified in the Code. In addition, several nutrition sites had been used for political purposes such as making speeches, signing petitions, and having political picnics.

92. STATE INDICATORS REPORT: A SURVEY OF FINANCIAL DATA AND MANAGEMENT INFORMATION RELATIVE TO STATE AGENCIES AND BUDGET UNITS, December 7, 1979, 568 pages

Information in this report was derived from responses to a PEER questionnaire mailed to state agencies and budget units in August 1979. The questionnaire accumulated very broad information, ranging from historical percentage increases in agency funding by source to basic agency

personnel policies. The report provided a general profile of each agency and quick access to their important characteristics and practices.

Questionnaire responses were presented for the following functions: Legislative; Judiciary and Justice; Executive and Administrative; Fiscal Affairs; Public Education; Higher Education; Public Health; Hospitals and Hospital Schools; Agriculture and Commerce; Conservation; Insurance and Banking; Corrections; Social Welfare; Military, Police, and Veterans Affairs; Miscellaneous; Public Works; and Special Fund Agencies.

91. AN EVALUATION OF THE MISSISSIPPI DEPARTMENT OF CORRECTIONS' ACCOUNTING SYSTEM, INTERNAL CONTROLS, AND RELATED OPERATIONS, November 29, 1979, 119 pages

The Mississippi Department of Corrections is composed of three divisions—Technical Services, Institutions, and Community Services. This review was confined generally to the personnel and comptroller sections in the Division of Technical Services.

The report noted that the division's offices were in two locations—processing activities were conducted at Parchman, and the personnel officer, the comptroller, and the purchasing agent were stationed in Jackson. This separation had created inefficiency and resulted in processing delays. It also had resulted in extensive responsibilities for the assistant comptroller, who supervised the activities of the comptroller's section at Parchman. The Committee recommended that the division be reorganized so that the purchasing agent and the comptroller would be permanently stationed at Parchman.

In the area of system evaluation and internal control, the Committee found procedural difficulties—excessive approvals required in the purchasing and payment processes and breakdowns in the routing of certain forms. Control mechanisms designed into the system were deficient; for example, separation of duties was nonexistent, prenumbered and numerically controlled forms were not used in all operations, and bank deposits were not made daily. To correct these, additional controls should be built into the accounting system, particularly adequate separation of duties. In addition, fidelity bond amounts should be reviewed and increased as needed.

Other areas examined included personnel procedures, warehouse and perpetual inventory systems, travel expenses, invoice documentation, and the canteen and Lake Lodge operations. External programs, satellite programs and restitution centers under supervision of the Division of Technical Services were also reviewed. Recommendations concerning these and other areas were detailed in the report.

90. AN ANALYSIS OF TRUCK WEIGHT ENFORCEMENT BY THE OFFICE OF THE MOTOR VEHICLE COMPTROLLER, September 18, 1979, 63 pages

This report evaluated the effectiveness of Mississippi's weight enforcement effort as administered by the Privilege Tax Division within the Office of the Motor Vehicle Comptroller (MVC). PEER staff inspected stationary and portable scale weight enforcement operations, examined internal records, and consulted transportation and law enforcement experts on the state and national levels.

The initial section outlined MVC's current organization and evaluated the proposed creation of a separate Division of Law Enforcement within the MVC. The second chapter assessed MVC stationary and portable scale operations, while the third addressed several enforcement problem areas such as equipment, employment/terminations, training, and internal controls. Aspects of Mississippi's weight enforcement effort—methods of enforcement, agencies responsible for weight enforcement, fine structures, training programs, and equipment use—were compared to those of selected states in the fourth chapter. The last section investigated certain inadequacies in MVC's statistical reporting procedures. Major findings and recommendations concerning each of these areas were detailed throughout the report.

89. ROUTE MARKER PROGRAM SUPPLEMENTAL REPORT, September 18, 1979, 40 pages

The 1978 PEER report on the State Aid Road Division (see report number 80) included a discussion of the Rural Route Marker Program. The program, designed to identify county roads by number, was addressed specifically in this supplemental report. Areas discussed included status of work at termination (the Commission of Budget and Accounting terminated the program in September 1978); cost of work performed; disposition of equipment, furniture, supplies, and work-in-process files; repayment of ineligible expenditures; and distribution of expenditures.

The PEER Committee recommended that the program not be reinstated under the present administration. Due to overall poor performance, the State Aid Engineer from the engineer improperly spent funds of \$228,998.92. PEER also recommended that the Legislature increase the surety bond on the State Aid Engineer.

88. A FINANCIAL MANAGEMENT AUDIT OF MISSISSIPPI'S PUBLIC JUNIOR COLLEGES, June 21, 1979, 871 pages

The financial management audit of the state's public junior colleges was performed at the request of both

houses of the 1978 Legislature. The report presented the findings of the PEER Committee in two ways—in an overview for the entire junior college system and in self-contained reports for individual junior college districts. In addition to presenting PEER findings and recommendations, each of the self-contained reports contained the response of the particular junior college audited.

The main purpose in reviewing the operations of the sixteen junior college districts was to determine the effectiveness of their financial management practices. Since the initial PEER study of the state's junior college system in 1974, improvements had been made in the financial management systems of most of the junior colleges. Positive steps also had been taken towards professionalizing the administrative staffs responsible for managing the financial resources. However, several problems, some of which were encountered in the 1974 study, continued to exist. (See report number 23.)

Major weaknesses still existed in the accounting systems and internal controls at many of the junior colleges. Many junior colleges failed to follow Department of Audit guidelines for accounting system design and depended on Department of Audit personnel to perform normal book-keeping functions such as year-end adjusting and closing entries and error correction. Use of State Department of Audit guidelines in combination with appropriate internal control mechanisms would eliminate many of the problems encountered.

Another area of concern involved system-wide budgetary procedures of the state junior college system. The PEER Committee recommended filing budget requests based on actual needs, rather than on revenue availability, to enhance efficiency and effectiveness in the state junior college system.

In addition, all of the junior colleges experienced some difficulty in collecting tax monies from supporting counties in their districts. Many also had significant weaknesses in the planning process associated with their capital expansion programs, which led to instances in which revenues were spent in an inefficient manner.

87. INTERSTATE HIGHWAY NUMBER 20—ITS FAILURES, THE CAUSES, ITS RECONSTRUCTION, June 21, 1979, 29 pages

Failures developed in the roadway surface of Interstate 20 in the Jackson area, resulting in pavement distortions and supersize potholes. This report discussed the causes of the failures and appraised the remedial design currently being employed to reconstruct the damaged sections.

Evidence concluded that the roadway distortions in I-20 were due to an unstable and highly expansive soil (Yazoo clay). Although scientists had found several effective techniques for controlling the activity of Yazoo clay, many theories proven in the laboratory would not be confirmed under field conditions for a number of years. Engineers

agreed that the best design criteria available were used to construct Interstate 20 in the 1960's. They also agreed that the methods of correction being used would be 90 percent effective for many years. It was the opinion of the PEER Committee that the damaged sections which were being constructed according to recently developed methods would provide a smooth surface for the life of the surrounding pavement. However, more maintenance would be required as the highway system ages.

86. AN OVERVIEW OF THE MISSISSIPPI DEPARTMENT OF PUBLIC WELFARE'S ADMINISTRATION OF TITLE XX OF THE SOCIAL SECURITY ACT, April 25, 1979, 167 pages

Title XX of the Social Security Act was established as a federal funding source for a broad range of social services provided by agencies of state governments. In Mississippi, the state agency designated to administer the Title XX program was the Department of Public Welfare (DPW).

When the program began in October 1975, state officials decided to provide the bulk of services through purchase of service (POS) contracts. These contracts were funded on a matching basis with DPW reimbursing the contractor for 75 percent of the contract cost. The report assessed both the positive and negative elements of purchasing services.

The report also thoroughly discussed DPW's responsibilities in administering Title XX and found DPW's current planning efforts inadequate. In addition, monitoring and auditing of contracts were major deficiencies in DPW's administration of the Title XX program. DPW was estimated to be two years behind in POS contract auditing.

Finally, the report analyzed the role of the Legislature in Title XX. Issues for legislative consideration which were discussed were method of delivery of Title XX services, allocation of financial resources, and legislative oversight.

The appendixes of the report provided detailed information on the purchase of service contracts with Developmental Learning Associates and Learning Development Corporation.

85. STATE INDICATORS REPORT: A SURVEY OF FINANCIAL DATA AND MANAGEMENT INFORMATION RELATIVE TO STATE AGENCIES AND BUDGETARY UNITS, February 20, 1979, 597 pages (2 volumes)

Information in this report was derived from responses to a PEER questionnaire mailed to state agencies and budgetary units in October 1978. The questionnaire accumulated very broad information, ranging from historical

percentage increases in agency funding by source to basic agency personnel policies. The report provided a general profile of each agency and quick access to their important characteristics and practices.

Volume I contained an introduction which discussed the purpose of the report and analyzed special problems encountered in compiling the information. Each major section of the questionnaire was discussed along with possible uses or limitations of the data presented. In addition, major findings were detailed in concise form. Volume I presented questionnaire responses for the following functions: Legislative, Judiciary and Justice, Public Health, Fiscal Affairs, Public Education, Higher Education, and Executive and Administrative. Volume II presented questionnaire responses for the following functions: Hospitals and Hospital Schools, Social Welfare, Agriculture and Commerce, Conservation, Public Works, Insurance and Banking, Debt Service, Local Assistance, Corrections, Special Fund Agencies, Miscellaneous, and Military, Police, and Veterans Affairs.

84. A REVIEW OF THE STATE LICENSE LAWS REGULATING COUNTY VENDORS, January 12, 1979, 23 pages

Sections 19-13-71 through 19-13-79 of the Mississippi Code of 1972 established controls over those individuals and companies making substantial sales of property to county governments or repairs to personal property belonging to county governments. Based on an examination of the business records of four companies and discussions with the State Auditor, the PEER Committee felt that the statutes were not effective as written and presently were not being enforced properly. One reason for this problem was impracticalities in the law itself. Another reason was insufficient staff within the Auditor's Office to spot check the business records of the vendors properly as required by the statutes.

The PEER Committee recommended that certain parts of the statutes be amended. The State Auditor would be given the authority to decide the appropriate disciplinary measures to be taken against the license privileges of licensees for violations of the Code. He also would be authorized to employ two additional auditors to spot check, investigate, and audit the business records of vendors. Certain minimum business records would have to be maintained, and a section would be amended to clarify the circumstances under which vendors who made sales to counties in excess of \$1,500 per year would be required to obtain a license. The State Auditor's Office would no longer be required to spot check the records of all licensees annually. To discipline any chancery clerk or board of supervisors who continued to purchase goods or services from a party whose license had been suspended or revoked, a penalty provision would be included in the statutes. Finally, PEER auditors would be authorized to examine the business records of the licensees.

83. AN EVALUATION OF THE MISSISSIPPI MEDICAID PROGRAM, December 1, 1978, 357 pages

The Medicaid program was operated under the supervision and control of a separate seven-member governing commission, the Mississippi Medicaid Commission. The program was established to provide medical care services for certain economically disadvantaged persons. Eligibility requirements were established by the state according to federal guidelines for qualifying aged, blind, or disabled persons or families with dependent children. Funding was through predetermined federal-state matching ratios.

A number of other agencies were under contract with the Medicaid Commission to perform specified functions. These agencies were the Department of Public Welfare, Blue Cross and Blue Shield of Mississippi, Inc., and the State Board of Health. These primary contractors and their main contractual obligations were discussed in depth along with detailed recommendations for correction of problem areas. Also analyzed were major medical service operations—health care costs, hospital services, nursing home services, physician and dental services, and pharmacies and drugs. The final section of the report dealt with Medicaid and the future, exploring alternative forms of care and public health education. In general, the report was an extensive analysis of the Medicaid program.

82. AN EVALUATION OF THE PROPOSAL TO ESTABLISH GOVERNOR'S PRIVATE SECTOR SERVICES (GPSS), INC., December 1, 1978, 44 pages

The Governor's Private Sector Services, Inc. was a proposed nonprofit corporation composed of members of the business community and certain state governmental agencies. If approved by the Department of Labor, GPSS would operate Mississippi's balance of state on-the-job training (OJT) activities mandated under Title II of the Comprehensive Employment and Training Act (CETA). At the time of the report, state level responsibility for administrative overview of the act was in the Governor's Office of Job Development and Training, which contracted its balance of state OJT responsibilities to the Mississippi Employment Security Commission (MESC). The MESC also was responsible for providing CETA services at the local level. This report explored the past performance of the MESC in providing the balance of state OJT services and the planning and development of the proposed corporation.

The PEER Committee determined that no definite organizational structure on which the corporation was to be modeled and operated had been established. Staff had not been hired (except for a director and three marketing representatives), the method of training future employees was indefinite, no office facilities had been secured nor

was their location definite, and no detailed line item budget had been established. Extensive and direct gubernatorial involvement in the development, make-up, and operations of GPSS had a negative impact on the proposal. The corporation's employment practices would not be subject to control by the Classification Commission.

A comparative cost analysis showed that MESC could operate the balance of state OJT program with 55.5 percent fewer employees than GPSS and at a 48.8 percent lower administrative cost than GPSS. Therefore, the PEER Committee recommended that GPSS not be the service delivery agent for the balance of state OJT program. MESC, however, should institute immediately all measures necessary to improve its efficiency and effectiveness in providing manpower services.

81. COUNTY ROAD AND BRIDGE EXPENDITURE REPORT, October 10, 1978, 142 pages

The information in this report updated the 1975 report. (See report number 31.) The first section analyzed county road and bridge expenditures by county expenditure groupings for 1964-1969 and 1970-1975. Each county may be compared and ranked within a specific group by individual line item expenditures for the two consecutive time periods. The second section indicated by county the average annual road and bridge expenditures on particular line items which exceeded state and annual averages on those items.

80. STATE AID ROAD DIVISION, July 28, 1978, 166 pages

The State Aid Act of 1949 provided aid by the state for construction of a system of roads under the jurisdiction of county boards of supervisors. The act defined state aid roads as main collector and distributor routes that feed into local trade areas or into the state highway network, carry a large volume of traffic, and serve most county and community functions. Any funds provided by the Legislature would supplement funds furnished by the counties for use on the State Aid System.

The current State Aid Engineer, administrator of the State Aid Road Division, acted contrary to legislative intent in the construction program and acted outside legislative authority in the Route Marker Program. The PEER Committee recommended that the State Aid Engineer reinstate and require compliance with the standards of roadway design in effect when he took office and that he terminate the Route Marker Program until properly authorized by the Legislature. The Committee recommended that the State Aid Engineer keep appropriate legislative committees informed of possible effects on State Aid's revenues of changes in the sales tax law. In addition, the county boards of supervisors should be kept abreast of pending legislation and its effects. In the area of account-

ing controls, internal control over the administrative budget should be improved. Time overruns in construction should be subject to damages, and excavation quantities in the field should be verified. The Committee also recommended that an engineer who was in the Route Marker Program be moved into a district to help distribute the workload. The districts and the engineers assigned to them should be stabilized. Finally, the Committee recommended that the use of computers to store current information on pay items in construction projects be restored.

79. A REVIEW OF WIDE AREA TELECOMMUNICATIONS SERVICE (WATS) IN MISSISSIPPI STATE GOVERNMENT, June 16, 1978, 22 pages

The purpose of this report was to determine the controls over the use of WATS lines by state employees. The WATS lines either were part of the central telephone service for the State Capitol Commission (Centrex) or were separate lines to various agencies in Mississippi state government.

After reviewing these WATS lines, the PEER Committee found no known controls over the usage of WATS lines by state employees. In fact, substantial abuse of the lines had occurred. Current procedures for billing state agencies through Centrex were inadequate. Further, no readily available record of WATS lines in state government existed. State government's telecommunications systems were fragmented and so did not represent the most efficient or economical usage of telephone communications.

The PEER Committee recommended that all agency heads inform their employees that WATS lines would be used for business purposes only, that on occasions each agency would monitor employees' calls to assure proper use of the lines, and that they should limit the length of their calls. Each agency head should designate someone to make a monthly review of the Centrex printout showing all WATS calls made during the month. The PEER Committee should be provided the results of that review and the extent of the abuse of WATS lines by that agency's employees. Each agency should continue to monitor calls and report abuses to the Committee. Centrex should go to computerized billing of all WATS lines, and, as soon as possible, state government should authorize the installation of more efficient and economical service on a state-wide basis.

78. A PERFORMANCE EVALUATION OF THE MISSISSIPPI PUBLIC SERVICE COMMISSION, June 16, 1978, 177 pages

The Mississippi Public Service Commission (MPSC) was created to insure that rates and charges for service were

just and reasonable, approved rate schedules were adhered to, service rendered by utility and transportation companies was reasonably adequate, and facilities constructed were required for the convenience and necessity of the public. This report evaluated the MPSC's operational performance in regulating Mississippi's utility and transportation industries. It was divided into two sections—MPSC's regulation of utilities subject to its jurisdiction, and the motor carrier and railroad regulatory enforcement operations administered by MPSC's Department of Transportation. Detailed information was provided on rate regulation, regulation of utility construction, regulation of fuel cost recovery, service regulation, quantitative monitoring of utility operations by the MPSC, and judicial review procedures for the MPSC. After discussion of each topic, major findings and recommendations were presented.

In general, the MPSC lacked the necessary internal expertise to regulate Mississippi's utility and transportation industries in an effective manner. The PEER Committee recommended that the MPSC be organizationally restructured into divisional groupings which would be based on regulatory functions. It was also recommended that nine professional personnel, including an Executive Director, be added to the existing commission staff. Further, these recommended staffing increases could be funded with existing resources.

77. MISSISSIPPI HIGHWAY DEPARTMENT: A COMMENTARY ON DESIGN STANDARDS, March 15, 1978, 47 pages

Design standards, as used in highway engineering, are degrees or levels of highway plans. Design standards were discussed in this report in relation to the corridor system, a proposed network of seven four-lane traffic corridors. (See report number 51, page 61, for background on the system.) Because of funding difficulties, lower design standards on the system had been proposed in order to stretch dollars.

After an overall review of cost estimates and proposed changes in design standards, the Committee concluded that the new roads, if built to scaled down designs, would be inadequate within ten to twelve years after completion. It appeared that cost reduction for roadway and bridge design would not yield a real savings.

76. A SPECIAL REPORT ON SIXTEENTH SECTION LAND MANAGEMENT, December 5, 1977, 173 pages

Sixteenth section lands are lands held in trust for the support of the public schools. This report examined current sixteenth section land management practices and recommended changes in existing laws and management

practices. Recommendations for increasing revenues to school districts from sixteenth section lands also were included.

PEER auditors found that sound trust management principles were not being followed in many counties in administering the school land trust. In addition, many counties were not receiving fair market rental value from surface leases. Record keeping was inadequate in many counties. Also, existing statutes governing sixteenth section lands often were unclear and possibly contradicted each other. Improved management could increase annual revenues to school districts approximately \$12 million.

The PEER Committee recommended that sixteenth section land be administered according to strict principles of trust management and that local school boards be given total control of and responsibility for this trust. Among other recommendations detailed were that the Land Commissioner or the Department of Education investigate possible instances of mismanagement. All agricultural leasing should be made on a competitive basis for terms of not longer than five years, and no subleasing should be permitted without school board approval. The Committee also recommended that a state educational endowment fund be established from mineral lease proceeds from state-owned lands. Other recommendations and proposed legislation were included in the report.

75. AN ANALYSIS OF THE PARTICIPATION OF MEDICAID PROVIDERS IN THE MISSISSIPPI STATE GOVERNMENT EMPLOYEES DEFERRED COMPENSATION PLAN, August 22, 1977, 23 pages

The deferred compensation plan was created as a tax-free investment service in which state employees deferred all or a portion of their pay into one of various investment plans. The Public Employees' Retirement System was responsible for the administration and investment of these deferred funds. In the past, only those employed by the state or by any political subdivision of the state could enroll in the plan. However, in January 1976, Medicaid providers were allowed to enroll.

The purpose of this report was to investigate and establish the reasons for the inclusion of Medicaid providers and to see if this inclusion was in keeping with legislative intent. The committee observed that the increase in the total amount of deferred compensation available for investment had enabled the Public Employees' Retirement System to invest in a wider range of investment areas. However, other contractors that serve the state wanted eligibility status as well. If these contractors were allowed to enroll, it was possible that this benefit could evolve into a multi-million dollar tax dodge for contractors currently doing business in the state. In addition, the PEER Committee concluded that legislative intent did not appear to allow for these types of contractors to be eligible to enroll in this plan.

74. A PERFORMANCE EVALUATION OF THE CENTRAL DATA PROCESSING AUTHORITY, August 19, 1977, 57 pages

The Central Data Processing Authority (CDPA) was established in 1968 to serve as a central agency for coordination of the development of electronic data processing (EDP) capability and the use of EDP equipment. CDPA was fulfilling legislative intent as it applied to procurement of computer equipment and services and planning and implementation for equipment acquisition. Although CDPA had placed less emphasis on seeking out areas where automation would be beneficial, the authority recently had undertaken to identify those areas.

The Committee recommended that CDPA continue to work with the Classification Commission to standardize job levels and descriptions and that the authority develop a means of better using personnel cost information in the decision making process. CDPA also should revise its rates for computer services to allow recovery of actual equipment cost plus a predetermined amount for equipment replacement. Finally, the PEER Committee recommended that the information confidentiality program be reviewed two to three years from the time of the report to determine compliance with the statutes and adequacy of controls installed.

73. A SPECIAL REPORT TO THE PRESIDENT OF THE UNITED STATES ON THE COST AND BENEFIT OF THE TALLAHALA CREEK LAKE PROJECT, April 25, 1977, 8 pages

At the request of Jones County legislators and officials of the City of Laurel, this report was prepared to provide additional information on the cost and benefit of the Tallahala Creek Lake project. The President indicated that he would not recommend funding this project because it did not pass benefit-cost calculations of the Army Corps of Engineers.

This report discussed additional benefits of the project. Government spending for salaries and wages was beneficial and was not taken into consideration by the Army Corps of Engineers. Also a great deal of funds already had been invested in the project. If the lake were constructed, these costs could be considered as beneficial. Recreation, water supply, water quality control, and other benefits probably will be more expensive to provide in the future if foregone. The Army Corps also did not consider the real value in protecting adjacent property from flooding.

In light of this report, it was the opinion of the PEER Committee that the Army Corps of Engineers substantially underestimated economic and other benefits in relation to cost.

72. MISSISSIPPI STATE HIGHWAY DEPARTMENT: LIQUIDATED DAMAGES, April 12, 1977, 35 pages

Liquidated damages are charges made by the Highway Department against a contractor at a stipulated daily rate for failure to complete the required work by the specified date or within the stated number of time units allowed. Before a contractor is placed "on damages," both date and allowed time units must have expired. When delay or failure is due to causes beyond the control of the contractor, such as prolonged periods of rain, damages may be waived by the commission, director, or the engineer.

This report examined transactions involving liquidated damages in detail from July 1, 1973, to June 30, 1976. Exception was taken to the release of more than \$486,000 of assessed damages and to the failure to record more than \$380,000 in damages. Releases of \$2,014,000 were not questioned.

It was recommended that the director and his legal staff enforce the provisions of the Standard Specifications for Road and Bridge Construction to discourage unwarranted delay by a contractor. Action should be taken to terminate a contract when work completed falls short of the amount specified. It also was recommended that the commission designate contract cancellation procedures as a management staff function. Finally, the Committee recommended that damages be released only when supported by facts demonstrated by the engineering staff responsible for maintaining the progress schedule.

71. A SPECIAL REPORT ON THE MISSISSIPPI SCHOOL FOR THE DEAF, April 5, 1977, 33 pages

This report investigated rumors and allegations in the areas of child abuse, mismanagement, and personnel at the Mississippi School for the Deaf (MSD).

The PEER Committee found no evidence of child abuse during the present superintendent's tenure. This superintendent inherited prior policies, administrative procedures, academic deficiencies, and an atmosphere of disharmony. Although some charges had some basis in fact, they contained many distortions of fact, half-truths, misinformation, and magnifications of events and actions. This controversy overshadowed MSD's primary function, the provision of quality education and care for Mississippi's deaf children.

The Committee recommended that the full powers of the office of superintendent be restored after resolving present controversies. In addition, it was recommended that a

comprehensive plan for deaf education in the state be developed.

70. A SPECIAL REPORT TO THE INTERAGENCY COMMITTEE AND TO THE PRESIDENT OF THE UNITED STATES ON THE COST AND BENEFIT OF THE TENNESSEE-TOMBIGBEE WATERWAY PROJECT, April 1, 1977, 9 pages

Prepared at the request of Mississippi legislative leaders, this report provided additional information on the costs and benefits of the Tennessee-Tombigbee Waterway project.

The Army Corps of Engineers omitted pertinent facts when assessing the benefit-cost ratio. First, government spending for salaries and wages represented a benefit. The Corps of Engineers' computations expressed this as a reduction in unemployment compensation rather than as a positive payroll expenditure. Second, "sunk costs" were not considered. The federal government had spend \$274 million, and nonfederal subdivisions had spent \$12.2 million on this project. Other benefits included (1) the waterway was extremely important as a means of transporting coal; (2) the waterway was a permanent type of project with a useful life expectancy of fifty years; and (3) the waterway will serve interstate commerce rather than isolated economic segments and single states.

In light of this report, the PEER Committee's opinion was that the Army Corps of Engineers substantially underestimated economic and other benefits in relation to cost.

69. AN EXPENDITURE REVIEW OF SOUTHERN MISSISSIPPI PLANNING AND DEVELOPMENT DISTRICT, March 29, 1977, 10 pages

The Southern Mississippi Planning and Development District (SMPDD), a nonprofit corporation of fifteen counties in south Mississippi, was established to provide planning and technical assistance. Information and referral services, transportation, and day care centers for the elderly as well as a senior aids program also were to be provided by the district. Finance, particularly the use of federal, state, and local funds for payment of salaries and expenses, was the focus of this review.

Based on this expenditure review, the committee suggested that SMPDD implement the recommendations made by the CPA firm, which audited each grant at the close of each fiscal year, and the Office of Audits, U.S. Department of Commerce. In addition, the Committee recommended that SMPDD take a physical inventory to be placed on its computer system and make certain all expenditures were fully documented. An agency or commission should be established to oversee and assist the ten planning and development districts in the state.

Further, it was recommended that the State Department of Audit conduct annual audits of each planning district.

68. ADDENDUM TO CASH MANAGEMENT REPORT, January 26, 1977, 7 pages

This addendum was issued by the PEER Committee in response to allegations made in a letter from the Chairman of the State Tax Commission dated December 20, 1976.

67. A PERFORMANCE EVALUATION AND EXPENDITURE REVIEW OF THE DEPARTMENT OF YOUTH SERVICES, January 25, 1977, 100 pages

The Department of Youth Services (DYS) was created to prevent and correct juvenile delinquency through a statewide comprehensive youth services program. PEER auditors found the two planning documents to implement this program inadequate. In-house evaluation was inadequate also, one reason being that no DYS staff member was trained in the techniques of planning and evaluation. The PEER Committee recommended that DYS request the Classification Commission to modify job descriptions of certain personnel to include formal training or experience in program planning and evaluation. DYS should formulate a comprehensive state plan for youth services and facilities' development.

DYS should identify operational objectives for program activities and collect data for each objective. Since coordination between institutional and community programs was weak, guidelines should be established for interaction between the Division of Juvenile Correction Institutions and the Division of Community Services. In the area of personnel management, DYS should institute policies which provide more incentive for academic advancement and which are competitive with similar positions in other agencies. Also, a systematic staff training program should be instituted. Reliable statistical data should be assimilated to evaluate staff performance.

Serious problems existed in the state's two training schools, Oakley and Columbia. Both schools relied heavily on nonprofessional members of the staff, some juveniles had not been placed properly in the institutional environment, and services offered in the institution frequently were not continued by the community once a student was released. These problems and suggestive corrective measures were detailed in the report.

66. AN ANALYSIS OF DISTRICT CLASSROOM TEACHER SALARY SCHEDULES IN MISSISSIPPI AND DISTRICTS IN ELEVEN OTHER SOUTHEASTERN STATES FOR THE 1976-1977 SCHOOL YEAR, January 10, 1977, 126 pages

Each of the 1,735 school districts in twelve southeastern states (including Mississippi) was surveyed by the PEER staff. The results compared 1976-77 current year salary schedules rather than actual average salaries paid to teachers, since variations in experience and degrees held among the teachers would have made the average actual salary misleading. Current annual expenditures and average daily attendance figures for 1974-75 were obtained for each sample district.

Table I in the report compared average salary schedules of districts responding in Mississippi with the average salary schedule of the eleven other southeastern states surveyed. This table showed that Mississippi teachers with bachelor's degrees, with master's degrees, and with master's degrees plus thirty hours were below the southeastern regional average. Classroom teachers with doctorates were very near or above the southeastern average, although most occupy administrative or supervisory positions. Average salary increments for years of teaching experience in Mississippi were consistently higher for all categories of teachers and increased at a faster rate than the southeastern average.

Table II compared average 1976-77 teachers salary schedules in Mississippi with southeastern districts that spent approximately the same amount per pupil in 1974-75 as did the average district in Mississippi during 1974-75. Average salary schedules for bachelor's, master's, and master's plus thirty hours teachers in Mississippi were below those of districts with comparable current expenditures per pupil in the southeastern region.

65. A PROGRAM EVALUATION OF THE MISSISSIPPI STATE VOCATIONAL-TECHNICAL DIVISION, January 10, 1977, 186 pages

This study of vocational-technical education in Mississippi involved (1) an evaluation of the State Division of Vocational-Technical Education, (2) an evaluation of secondary and post-secondary vocational-technical programs, (3) a series of surveys designed to measure results of vocational-technical education in Mississippi, and (4) a review of financial resources. Among the findings and recommendations resulting from the evaluation of the State Division of Vocational-Technical Education were that some supervisors were not meeting on a regular basis with vocational instructors and that some vo-tech programs did not have enough supervisors to meet their needs; that the evaluation method of the State Advisory Council should be restructured to eliminate ineffectiveness; and that state and local public relations should be improved.

Review of secondary and post-secondary programs revealed several problems in the areas of administration and instructor responsibility. Counseling and remedial functions were discussed in detail as were the relevance of statewide program offerings, special innovative programs, and academic/vocational relations.

The financial review included an analysis of FY 1976 Vocational-Technical expenditures, FY 1978 Vocational-Technical budget request, state Minimum Program FY 1976 vocational allotments, State Advisory Council FY 1977 budget, and the Research Curriculum Unit FY 1976 budget.

64. A REVIEW OF THE MISSISSIPPI DEPARTMENT OF AGRICULTURE AND COMMERCE, December 24, 1976, 45 pages

The Mississippi Department of Agriculture and Commerce has devoted most of its time to the promotion, regulation, and inspection of various agriculture related industries. The regulatory duties were established to insure that Mississippi's farmers were buying quality seeds, feed, and fertilizer; insure that the public received only wholesale meat and dairy products; prevent the spread of infectious diseases among animals; guarantee that agricultural products were properly labeled; and to insure that weights and other measures were fair and accurate. The PEER Committee found the department to be adequately discharging all regulatory duties. Several recommendations in the areas of management and personnel were detailed in the report, especially in the Market Development Division. A major recommendation of the PEER Committee was the abandonment of state meat inspection in favor of total federal inspection. The department could save annually, with no loss of services, about \$540,000.

63. A SPECIAL AUDIT OF CHANGES IN 1975-76 MINIMUM PROGRAM UNIT TEACHER ASSIGNMENTS, December 17, 1976, 43 pages

At the request of a member of the Legislature, PEER staff audited actual teaching assignments of 277 selected public school teachers paid from Minimum Program funds. The purposes of this special audit were (1) to provide an explanation of the process used by the state Department of Education in preparing the Minimum Program budget request; (2) to determine discrepancies in source documents submitted to the department by the 151 school districts for obtaining Minimum Program funding; and (3) to explain the confusion surrounding the Minimum Program budget during the 1976 Session.

Based on its findings, the PEER Committee recommended that the Board of Education review this report and take appropriate action against the districts involved in teacher assignment discrepancies after consideration of

the explanations of the superintendents involved and the opinions of the State Department of Education. The Committee also recommended that the Department of Audit include a review of reported teacher assignments in its annual post-audit of school districts. A similar review should be conducted by CPAs auditing the separate districts. Finally, if this were not possible, the Committee recommended hiring a special auditor and a small staff to make audits as requested by the majority of the Board of Education.

**62. A PROPOSAL FOR PROGRAM BUDGETING,
December 14, 1976, 43 pages**

This proposal for program budgeting was presented to the Commission of Budget and Accounting by the PEER staff on October 28, 1976. The Committee recommended adoption of a program budgeting system for the state effective FY 1979.

Under the system in effect, budget authority was expressed in terms of means, such as personal services, commodities, etc., rather than in terms of ends or intended benefits. Objects were emphasized; programs were ignored. Under the program budgeting system, each agency would submit a budget for its individual goal-oriented activities. Thus, the Legislature would be considering the objectives, costs, and accomplishments of state programs as well as specific items of expenditure. The report detailed a suggested program budget format for a hypothetical agency. Included were a model narrative analysis of the agency and a model appropriation bill.

**61. A PROPOSAL FOR A MISSISSIPPI SUNSET
LAW, December 3, 1976, 14 pages**

Sunset laws were established to provide a system for terminating, continuing, or re-establishing state agencies, boards, or commissions. Sunset laws would automatically terminate a state agency, board, or commission after a certain number of years unless that body was recreated by law. The agency would appear at a public hearing before a joint legislative committee during the terminal year to demonstrate its need for continued existence. The committee either would recommend that the agency be terminated or that it continue to operate for a certain number of years. This resolution would be voted on by both houses and sent to the Governor.

Not only would a sunset law help to curtail the growth of state bureaucracy, it would abolish useless and inefficient agencies, boards, and commissions which cost the taxpayers money. In addition, it would allow greater legislative oversight and private accountability. Overlapping or duplication of programs could be eliminated, thus streamlining state government.

The PEER Committee recommended that the Mississippi Legislature adopt a sunset law. This report outlined specific elements and stipulations of such a law and provided a suggested timetable for sunset review.

**60. LEGISLATIVE AUDIT COMMITTEE CASH
MANAGEMENT PROCEDURES OF MAJOR
REVENUE AGENCIES, November 29, 1976,
45 pages**

This report discussed and made specific recommendations concerning cash management procedures in the state's two major revenue collection agencies, the State Tax Commission and the Motor Vehicle Comptroller's Office. Information in the report was compiled from records of the two agencies.

Unnecessarily large sums of money were found to be kept in demand, or non-interest-bearing, accounts. This practice had resulted in a loss of interest income and thus, a loss of revenue for the state. Earlier settlement with the State Treasurer of Tax Commission funds would have resulted in additional interest income of approximately \$880,000. The Legislature should consider enacting legislation to provide for daily settlement with the State Treasurer by the major revenue agencies.

**59. A REPORT ON THE CONSTRUCTION OF
THE MISSISSIPPI STATE FIRE ACADEMY,
October 25, 1976, 21 pages**

Money was appropriated by the Legislature in 1974 for construction of a State Fire Academy. Construction began in January 1975 and was completed and accepted by the Building Commission in May 1976. PEER auditors found major parts of key facilities either inoperable or inadequate for their intended purposes. The architect's insufficient testing and research resulted in problems at certain facilities, particularly at the fire training building. The poor conditions also could have been generally attributed to the Building Commission, which failed to review and approve final plans and specifications properly, and the contractor, whose faulty construction already had necessitated major repairs.

The Committee recommended that the Building Commission require all undesirable conditions at the academy resulting from inadequate design or construction to be corrected immediately at no further cost to the state. Hereafter, the Building Commission should see that designed facilities meet the functional needs of the users in the most efficient and effective manner.

**58. MISSISSIPPI HIGHWAY COMMISSION:
EVALUATION OF POLICY OF PIECEMEAL-**

**ING HIGHWAY CONSTRUCTION AND RE-
CONSTRUCTION WORK, October 22, 1976,
28 pages**

The PEER Committee surveyed 622 road construction and reconstruction projects awarded between January 1970 and July 1976. The project planned length and amount of low bid were obtained on each project surveyed to determine cost per mile. The survey revealed that the Mississippi Highway Commission had adhered to a policy of awarding shorter-than-optimum projects. The result was an increased cost per mile of construction/reconstruction. This report discussed the causes and effects of this piecemealing policy and suggested corrective measures.

The policy of piecemealing road construction work was found to have cost the state a minimum of \$30 million over the last five and one-half years. Assuming the total corridor construction cost of \$1 billion, by awarding longer construction projects where possible, the commission could save about \$70 million.

**57. A PERFORMANCE EVALUATION OF THE
OFFICE OF THE MOTOR VEHICLE COMP-
TROLLER, September 1, 1976, 105 pages**

The Office of Motor Vehicle Comptroller (MVC) has responsibility for three basic programs: (1) collection of revenue (petroleum and privilege taxes); (2) safety inspection of liquified compressed gas equipment; and (3) administration of the motor vehicle title act. Each of the three areas of operations was examined during the performance evaluation.

PEER auditors found many deficiencies and inconsistencies within the MVC. Travel reimbursement abuse, salary classification inconsistencies, and lack of written operating procedures for both internal and external use were problems noted. Elimination of travel cost abuses would save annually about \$500,000. Also hampering the MVC's effectiveness and efficiency were an antiquated accounting system and several unproductive positions. Abolition of these eighteen unproductive positions would provide additional revenues annually of about \$230,000. In addition, improvement of portable scale effectiveness would save annually approximately \$1 million.

The PEER Committee recommended that the Office of Motor Vehicle Comptroller be abolished and the responsibility for its major programs transferred to existing agencies.

56. A TIME AND MOTION STUDY OF MAINTENANCE EMPLOYEES OF THE MISSISSIPPI

**STATE HIGHWAY DEPARTMENT, August
27, 1976, 20 pages**

A six-week time and motion study of the Highway Department's maintenance work force was the focus of this report. Work crews of the department in seventeen counties were observed by PEER auditors. Crews were observed continually throughout the workday if weather conditions permitted work. Total observation time was classified as either work time, break time, slack time, or travel time.

Although there were exceptions, Highway Department management had not obtained maximum efficiency from maintenance work crews. PEER auditors noted that productivity was higher among crews when the foreman was present. Auditors also determined that the unproductive work time was costing annually over \$400,000. The PEER Committee recommended that the department institute a system in which inspection teams of district and state office personnel would continuously review maintenance work crews and compute time and motion data. Maintenance superintendents should make more frequent on-site inspections of crews, and foremen should make at least one random, unannounced visit at each county work site each day. In addition, the Classification Commission should conduct an analysis to determine if excessive maintenance positions have been authorized.

55. MISSISSIPPI STATE HIGHWAY DEPARTMENT CONSULTING ENGINEERING CONTRACT FOR TENN-TOM BRIDGES, August 23, 1976, 43 pages

Enacted in 1976, HB 1475 provided for construction and financing of structures to cross the Tennessee-Tombigbee Waterway and serve five existing federal highways and five state highways. The State Highway Commission was delegated the responsibility of construction by this law. Frankland and Lienhart, Consulting Engineers, were employed by the commission to assume full responsibility for the design, planning, engineering, and construction supervision of the ten bridges authorized in HB 1475.

Upon analysis, the contract was not in the public interest nor did it comply with legislative intent. The two members of the commission who voted to execute the contract acted in violation of Highway Department standard operating procedures and commission orders. Further, the feasibility study required by HB 1475 was not undertaken. The PEER Committee recommended that the contract be rescinded and that the department do the engineering work in-house. This would result in a savings to the state of \$2,588,000.

54. A PERFORMANCE EVALUATION OF THE MISSISSIPPI SURPLUS PROPERTY PROCUREMENT COMMISSION, June 14, 1976, 52 pages

The Mississippi Surplus Property Procurement Commission (MSPPC) was created in 1948 to negotiate with any appropriate agency of the U. S. government in securing surplus material at no charge. The commission was to be responsible for distributing this property to eligible state agencies at a minimal cost. Operational funds for the MSPPC were generated by the nominal charges on the surplus items.

The MSPPC conformed with applicable federal laws, but there was a discrepancy between state statutes and the Surplus Property Utilization Manual concerning which agencies were eligible receivers of surplus property. The present administration's management policies were adequate, and communication with eligible receivers was sufficient concerning currently available surplus property.

Deficiencies identified were some lack of control in the area of expenditure control; inadequate inventory control in the areas of receiving, warehousing, and shipping; and the non-recording of values for surplus property on the commission's balance sheet.

53. AN INVESTIGATION OF THE THREE RIVERS PLANNING AND DEVELOPMENT DISTRICT, May 12, 1976, 57 pages

The primary objective of the Three Rivers Planning and Development District (TRPDD) was the formulation of an overall economic development plan for the district. The report noted that it was a nonprofit organization and that ten planning and development districts served Mississippi. The Three Rivers District encompassed Calhoun, Chickasaw, Itawamba, Lafayette, Lee, Monroe, Pontotoc, and Union counties. The planning and development districts were funded mainly by federal grants and in practice were largely autonomous. However, they were created by state statutes and executive order of the Governor, and so were subject to state level control.

The financial records of the TRPDD were audited by a CPA who monitored its basic grant from the Appalachian Regional Commission. No audits were made by any CPA or agency or any other grants received by Three Rivers. Neither the federal government nor the state provided effective control over Three Rivers or any of the ten planning and development districts.

In addition, PEER auditors found that two employees at Three Rivers during the past two years received excessively large salaries. The Executive Director also appeared to have been receiving improper payments.

52. AN EVALUATION OF SELECTED AREAS OF OPERATION AT MISSISSIPPI STATE PENITENTIARY, April 9, 1976, 48 pages

This report was the third review of business operations at the penitentiary. (See report numbers 1 and 22.) In order to comply with legislative mandates and PEER Committee recommendations, massive changes needed to be instituted. Improvements had been made in some areas; however, other specialized problems still existed. This report included a chapter on administration of the earned time laws and a section in which data related to operating costs per inmate was compiled.

PEER Committee recommendations included the revision and adjustment of goodtime records to correct prior mistakes that had resulted in excess goodtime credit. Internal controls in both the main and camp canteen were still weak and could have been strengthened through implementation of recommendations in this and previous reports. The purchasing operation at the penitentiary had been improved.

51. AN ANALYSIS OF THE MISSISSIPPI STATE HIGHWAY DEPARTMENT CORRIDOR PROGRAM AS OF FEBRUARY 29, 1976, April 2, 1976, 15 pages

The issuance of \$600 million in bonds was authorized by the Legislature in 1972 to develop a network of seven four-lane traffic corridors. The completion of these seven corridors was complicated by rising construction costs and lower tax revenues.

This report described the status of the highway corridor program as of February 29, 1976. Schedules and narrative dealing with construction, expenditures, and revenues to date as well as three possible projections over the life of the program comprised the first section of the report. The second section was a series of strip maps of the corridor system prepared by the State Highway Department and recompiled by the PEER Committee to include cost information.

50. A SPECIAL STUDY OF THE MISSISSIPPI DRUG EDUCATION PROGRAM, March 22, 1976, 33 pages

The drug education program in Mississippi was established under the auspices of the state Board and Department of Education. The department was made responsible for assisting school districts in developing, administering, and evaluating the program. The program itself has involved the training and work of drug education specialists. These specialists have directed their efforts toward students (in both public and nonpublic schools), adults, and community organizations. Specialists have

done some teaching themselves, planned curricula, and worked with the other classroom teachers.

This evaluation concentrated on the program's overall success, its division of emphasis between school and community, its compliance with legislative intent, and its finances. In the first area, the Department of Education should formulate and put into effect a definite system for evaluating the drug program to determine its success. As far as emphasis between school and community is concerned, drug education specialists should concentrate more heavily on community activities during those months when school is not in session, especially since they are paid on a twelve-month basis. In the third area, a serious ambiguity has existed concerning the role of the drug education specialist, partially because the law has not clearly specified who is to bear the responsibility for counseling and who for teaching. The advantages of flexibility of the role versus the advantages for clear definition should be determined.

In the area of finances, drug education specialists should be paid as regular teachers unless their summer months are occupied with activities related to community service. If salaries and the supporting services allotment were reduced and training reimbursement and tuition were limited to new employees, the budget request for the drug education program could be reduced by \$741,703.

49. AN OPERATIONAL AUDIT OF THE FOOD STAMP PROGRAM IN HINDS COUNTY INCLUDING AN EXPLANATION OF STATE-WIDE FRAUD DETECTION PROCEDURES, February 27, 1976, 57 pages

This audit was conducted to evaluate the services provided to clients in Hinds County and to determine the effectiveness of the present method of detecting client fraud. PEER auditors found a high turnover rate among eligibility workers. To ease their workload, workers should be provided with such practical aids as adding machines and should have more privacy when interviewing clients. Appointment procedures should be altered to service more clients.

Client fraud was found to be one source of over 85 percent of food stamp over-issuance. In Mississippi, clients suspected of receiving over-issuance owed over \$774,000 to the Department of Agriculture. The rate of detecting and reporting client fraud was found to be unsatisfactory in Hinds County. It may be necessary to establish a permanent and separate fraud division.

Other recommendations for improving the food stamp program in Hinds County were detailed in the report. Through analysis of available data, staff members determined population characteristics of participating households as well as patterns in certification, participation, and coupon costs. This information may be found in the appendixes of the report.

48. A FOLLOW-UP PERFORMANCE EVALUATION OF THE MISSISSIPPI PARK COMMISSION, February 23, 1976, 31 pages

The PEER Committee's initial performance evaluation of the Mississippi Park Commission in June 1974 (see report number 16, page 70) revealed a number of weaknesses and problems. This follow-up performance evaluation again pinpointed specific problems in management and financial control procedures.

After analyzing the problems, the Committee recommended that the Legislature address the need for reorganization of the agency and consider alternatives for more effective management and accountability. Until the Legislature has reviewed the Park Commission's construction program, the Building Commission should not award any more contracts for park construction. Legislation should be enacted permitting only the Building Commission to contract for construction regardless of the source of funds. The function of the Park Commission should be to provide policy and planning guidance in the development of park facilities.

47. THE TAKE-HOME-PAY SAVINGS PROGRAM: A PROPOSAL FOR INCREASING THE EXPENDABLE INCOME OF STATE EMPLOYEES, February 20, 1976, 29 pages

This report updated the January 13, 1975, report (see report number 25) on the Take-Home-Pay Savings program.

46. A PERFORMANCE EVALUATION OF THE MISSISSIPPI MARINE RESOURCES COUNCIL, January 7, 1976, 19 pages

The Marine Resources Council, composed of sixteen members who are appointed by the Governor and who represent various segments of industry, government, and academic institutions, was established to provide for efficient, effective, and economic development of marine resources. In addition, the council was created to carry out a continuing study of the science of oceanography and develop a long-range oceanographic program for Mississippi. The Legislature assigned administrative responsibilities for the Coastal Wetlands Protection Law to the Marine Resources Council. The council also was to develop a management plan for the Coastal Zone Management Program, a federal-state funded comprehensive land/water use and coastal regional development effort.

The report recommended the development of formal agreements of understanding between the council and each of the state and local agencies and institutions on the Gulf Coast. These agreements would specify services offered, areas of jurisdiction, subjects of jurisdiction, and willing-

ness to report matters of concern. Further, as required by law, the Marine Resources Council should develop a long-range oceanographic program.

45. A PERFORMANCE EVALUATION OF THE MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY, January 2, 1976, 112 pages

The purposes of the Department of Public Safety are to enforce certain laws for protection of the people from negligence of others and from criminal attacks and to insure freedom of movement and enjoyment of the state highway system; to provide emergency services for restoration of order and control in the event of natural disaster or civil disorder; and to provide technical assistance to other enforcement agencies for application in all phases of the criminal justice system.

This evaluation was conducted to determine the functions, effectiveness, and managerial operation of the department and to relate its activities to the overall system of law enforcement in Mississippi. The PEER Committee found that the department's leadership had broad experience, its personnel had excellent training, and its equipment in most respects was second to none. Some internal improvements could be accomplished administratively, however. Recommendations were made in areas where the statutes seemed unnecessarily restrictive or needed updating. Suggestions included redesigning the department's organization structure, improving staff management and coordination with other enforcement activities of motor vehicle inspections, and lifting restrictions on the size and power output of engines in patrol cars and restoring the use of high performance engines.

44. A REPORT ON MISSISSIPPI'S PER CAPITA INCOME, December 19, 1975, 19 pages

This report provided data on Mississippi's economic position in the United States. The tables included in the report were Total Personal Income; Per Capita Personal Income; Per Capita Income: The U.S. and Mississippi Compared; Per Capita Income: The Southeast and Mississippi Compared; Per Capita Income Increase, 1967-1974; A Comparison of Sources of Personal Income by Industry, 1974; and A Comparison of Sources of Personal Income by Type, 1974. In general, Mississippi had lost ground to the Southeast and the U.S. in per capita income since 1967. The PEER Committee recommended that a new effective course of action be implemented, since previous action had been fragmented, competitive, and disorganized.

43. A PERFORMANCE EVALUATION OF THE MISSISSIPPI STATE BUILDING COMMISSION, December 17, 1975, 141 pages

According to statute, the Building Commission had been charged with the engineering, design, and construction of capital improvement projects funded by legislative appropriation to state agencies. The commission also coordinated major repair and renovation projects funded by state appropriations. All new construction projects were contracted to architect/engineers for engineering and design and to construction contractors for the actual building. Capital improvement projects contracted by the commission were at their highest levels in history; however, commission staff had not been increased to accomplish the heavier workload.

The accounting and financial control system was seriously deficient, and the current system of contract document management and administration was weak and ineffective. Some state agencies and institutions were contracting separately with architect/engineers and construction contractors at costs higher than Building Commission rates. In general, there was minimal accountability for the money in land investments and capital and plant expenditures. Further, duplication, overlap, and division of effort existed in areas of facilities' maintenance responsibility and real property accountability.

The PEER Committee recommended that the state designate one agency to provide management overview of state-owned lands and facilities. The agency would be involved with all aspects of property management and would provide the Legislature with complete information on property management. By statute, the agency would develop management policies and procedures that would insure the most efficient and economical utilization and care of state-owned property. The final chapter in the report detailed a property management concept that would accomplish these objectives.

42. A PERFORMANCE EVALUATION OF THE MISSISSIPPI GAME AND FISH COMMISSION, December 8, 1975, 94 pages

The Game and Fish Commission was established in 1932 to perpetuate the state's wildlife through habitat management, research, protection and propagation of particular species, and enforcement of federal and state laws. This primary goal was being attained, as evidenced by the increased hunting and fishing demand and increased or stabilized wildlife populations. Most programs of the commission had been successful in accomplishing agency objectives. However, stated priorities were not reflected in expenditure of funds or assignment of personnel.

The PEER Committee made several recommendations for improvements in various areas. Among these were: (1) the Legislature should remove the residency require-

ment for conservation officers, (2) all employees except the director of conservation should be removed from statutory salaries, and (3) the commission should establish an effective method of control over field personnel.

41. A PERFORMANCE EVALUATION OF THE STATE MINERAL LEASE COMMISSION, December 1, 1975, 30 pages

The State Mineral Lease Commission, a five member ex-officio board, was established to conserve, protect, and explore the natural resources of Mississippi's public lands. Through the leasing of state lands to individuals, independent oil operators, and major oil corporations, the commission was to convey revenue into the state treasury. This report was an evaluation of the commission's performance in its leasing and conservation duties.

The present structure of the commission and the lack of a full-time staff hampered fulfillment of commission responsibilities. The PEER Committee recommended that the functions of the commission be transferred to an existing agency because of the part-time nature of the present organization. The Oil and Gas Board and the Board of Geological, Economic, and Topographical Surveys were similar in function and would be logical choices. Also recommended was the addition of the State Geologist to the commission.

To generate more revenue, a more active program of leasing Mississippi's state-owned mineral resources should be implemented. Other recommendations included improving the commission's accounting system and updating the list of state-owned lands available for lease.

40. EVALUATION OF THE HUMAN RESOURCES DEVELOPMENT, INC. (HRD) REPORT PREPARED FOR THE CITY OF JACKSON, October 23, 1975, 9 pages

The Human Resources Development (HRD) report, prepared by the Human Resources Development group for Jackson, was evaluated in this study. Purposes of the HRD report were to develop a screening system for use by the city in selecting prospective firemen and policemen; to develop a promotion system as an aid in the advancement of employees in the fire and police departments; and to study and recommend improvements in the city's personnel procedures.

On examination of the HRD report, the PEER Committee found that the reporting throughout was vague and poorly organized. Insufficient research, inadequate citation of sources, redundancy, wasted space, and confusion were several deficiencies noted. The HRD report did not achieve any of its main objectives fully nor did it estimate costs of the numerous recommended changes in city operations.

39. A RECOMMENDATION CONCERNING THE CONTRACT BETWEEN THE OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA) AND THE MISSISSIPPI STATE BOARD OF HEALTH, October 23, 1975, 6 pages

The propriety and legality of the contract between the State Board of Health (SBH) and the Occupational Safety and Health Administration (OSHA) was the concern of an earlier report issued on August 30, 1973. (See report number 7, page 72.) The PEER Committee determined that the contract lacked statutory sanction in Mississippi and that it was not in keeping with legislative intent. Accordingly, the SBH canceled the OSHA contract. This report provided further information concerning the contract.

The SBH was authorized by state law to provide on-site consultation services to help establish safety and health programs in places of commerce. Although the Code section authorized the SBH to receive federal and state grants for these services, it specifically forbade the SBH to administer or enforce the OSHA Act. However, in June 1975 the SBH entered into a contract with the Department of Labor (OSHA) to administer the program of on-site consultation. The Committee recommended that the state Board of Health cancel its contract with OSHA immediately.

38. A PERFORMANCE EVALUATION OF THE MISSISSIPPI DEPARTMENT OF ARCHIVES AND HISTORY, October 15, 1975, 49 pages

Collecting, surveying, and preserving documents, sites, buildings, and objects of historical importance to Mississippi were found to be the general responsibilities of the Department of Archives and History. Overall, the department was fulfilling its major objectives. In the areas of budget preparation, planning and control, and employee and agency evaluations, the department also was functioning adequately. However, fragmentation did exist among state, county, and municipal agencies and private organizations who performed services similar to those of the department. The PEER Committee recommended a formal draft between Archives and History and these groups to delineate specific services and responsibilities.

Other problems concerned the enforcement of the State Antiquities Act, inadequate salaries for acting supervisors in the Division of Archives and Library, and inability of the Highway Department to provide roadside pulloffs for historical markers. Feasible recommendations to ease these problems were discussed in the report.

37. A PERFORMANCE EVALUATION OF THE MISSISSIPPI STATE HOSPITAL AT WHITFIELD, September 22, 1975, 56 pages

This study of the Mississippi State Hospital focused on allegations of brutality toward patients by hospital employees. The PEER Committee determined that the hospital administration did not tolerate abuse of patients. Employees who abused any patient were terminated immediately. In 1974 the administration terminated four persons for patient abuse.

This report also focused on organizational and financial problems of the hospital. The hospital was not accredited, did not qualify for Medicare-Medicaid, and did not meet federal court requirements. The shortage of nurses at the hospital was critical. Management and facility inadequacies were numerous and were discussed in detail in the report.

The PEER Committee recommended the development of additional community mental health centers to help reduce the inpatient population at the hospital. This decrease would help to bring the Mississippi State Hospital up to nationally accepted minimum standards for patient care.

36. A PERFORMANCE EVALUATION OF THE MISSISSIPPI GEOLOGICAL, ECONOMIC, AND TOPOGRAPHICAL SURVEY, September 19, 1975, 31 pages

The primary functions of the Mississippi Geological, Economic, and Topographical Survey (MGETS) were to evaluate the state's mineral resources by surface and subsurface studies, to examine and catalog the water resources, to relate the geologic formations to man and his environment, and to disseminate information to the public. The statutory duties were being fulfilled by the MGETS, except those which would result in prohibitive costs. However, the Geological Survey needed an engineer to assist in evaluating the water resources of the state as required by law. The MGETS drilled exploratory holes and obtained samples at each ten-foot depth to facilitate study of the state's surface geology. The survey was attempting to obtain samples from those wells drilled by private companies or other public agencies in state. Many had supplied the survey with the samples; others had refused to comply.

35. A PERFORMANCE EVALUATION OF THE MISSISSIPPI AIR AND WATER POLLUTION CONTROL COMMISSION, September 15, 1975, 69 pages

The Mississippi Air and Water Pollution Control Commission was established to protect and maintain the

state's air and water resources. Operating on a combination of federal and state funds, the commission's purpose was to insure the control of actual or potential polluters, educate the public on environmental issues, and respond to pollution emergencies.

Although the Air and Water Pollution Control commissioners were active in the agency's administrative and enforcement affairs, the commission should be reorganized to increase its technical expertise. This reorganization also would correct the overlapping of authority between the commission and the Oil and Gas Board, whose supervisor is a member of the commission.

Personnel as a whole were equipped adequately, although more safety equipment was needed in the air division. The commission should give more attention to the needs of the air pollution division. In addition, the U.S. Environmental Protection Agency's annual review indicated that the Air and Water Pollution Control Commission was performing in accordance with nationally recognized standards.

34. A PERFORMANCE EVALUATION OF THE MISSISSIPPI FORESTRY COMMISSION, September 3, 1975, 65 pages

The Mississippi Forestry Commission was established to protect and manage the state's forests, which cover 56 percent of the geographical area of Mississippi. The commission provided forest protection, management, and replacement of forests. On agreement with county boards of supervisors, the commission also was to manage forest lands and timber on sixteenth section lands.

The commission and the state Forester, who administers commission policy decisions, were complying with statutory requirements that concern terms of office, qualifications, and authorities and duties. The commission had formulated goals and objectives and had planned adequately to fulfill them. In addition, the state's fire problem was controlled and confined. (Less than 2 percent of the area burned in FY 1974 was protected.)

Among other PEER Committee recommendations were that the Legislature consider replacing the outdated forest harvesting law, that the Forestry Commission continue efforts to enter into forest management agreements as required by law with the boards of supervisors of four counties, and that the commission propose legislation for a statewide system of forest protection. The commission should enforce the landowner agreement regarding the planting, care, and protection of free seedlings.

33. A PERFORMANCE EVALUATION OF THE MISSISSIPPI STATE BOARD OF HEALTH, July 28, 1975, 116 pages

The purposes of this evaluation of the Mississippi State Board of Health (SBH) were to determine the compliance of the agency with statutory provisions, to evaluate the effectiveness of the administrative structure, to evaluate the health care resources of the state in relation to the SBH, to conduct a financial management review, and to analyze the control of drugs and medical supplies.

The PEER Committee found that the SBH conformed to provisions in applicable statutes. Although confusion still existed regarding the roles of district health officers and county health officers, the SBH had been successful in providing an effective administrative system. The SBH also effectively administered to the health needs of Mississippians, but a comprehensive health planning agency for the state still needed to be established at the time of this report.

Procedures for budget preparation and adherence as well as internal accounting controls were adequate. Improvements made during this audit helped to correct the inadequate control of stored drugs and other medical supplies at the SBH central warehouse. However, control of drugs and medical supplies at county units remained inadequate.

In the area of sanitation, public health laws contained some weaknesses. Current regulations were difficult to enforce. The SBH needed proper inspection authority and a legal staff to ease these problems.

32. A PERFORMANCE EVALUATION OF THE MISSISSIPPI SCHOOL FOR THE DEAF, July 21, 1975, 63 pages.

The Mississippi School for the Deaf (MSD) is responsible for the education of the deaf children of Mississippi between the ages of three and twenty-one. The report sought to determine if the MSD conformed with the law, with accreditation standards, and with generally accepted management and accounting principles.

Administrative inadequacies at the MSD included lack of a standard operating procedures manual, infrequent inspections of the two MSD campuses by the Board of Trustees, and the appointment of the superintendent for a two-year rather than a six-year term. The Committee recommended that these current inadequacies be corrected. In addition, the salary schedule for teachers should be revised, and teachers should be provided with written contracts. The school did not meet accreditation requirements for teacher certification.

Other PEER recommendations were to upgrade the MSD academic program, to alleviate overcrowded or outworn facilities, to improve supplementary programs (such as

medical services and recreation), and to include all revenues and expenditures in future budget requests.

31. COUNTY EXPENDITURE REPORT, April 29, 1975, 99 pages

Road and bridge expenditures of each county from 1967 through 1972 were presented in tabular form. This analysis was the third annual update originally submitted to the Legislature by the General Legislative Investigating Committee. No findings or recommendations were included in the report.

30. MISSISSIPPI LAND COMMISSION: A PERFORMANCE EVALUATION, April 25, 1975, 21 pages

This evaluation of the land office was conducted to determine if the office was operated efficiently, economically, and in compliance with applicable statutes. Agency budgets, annual reports, and job descriptions were reviewed.

The PEER Committee recommended the transfer of the record keeping and record searching activities of the land office to the Secretary of State. No additional personnel would be needed, as the Secretary would be responsible for the office and two of the three land office clerical personnel. The Tax Commission should be assigned the function of determining the validity of tax-forfeited land and processing applications to purchase public lands. One responsible employee would be needed in the Tax Commission to review and sign documents related to tax-forfeited lands. Surveying and classifying sixteenth section lands in the Choctaw lands should be the responsibility of the Forestry Commission, already involved in sixteenth section land management. Since the land commissioner has been transferring trespass complaints to the Forestry Commission, the commission should be responsible for investigating trespass of public lands as well. Therefore, the Committee recommended that the offices of land commissioner and deputy commissioner be abolished.

29. FISCAL AUDIT AND PERFORMANCE EVALUATION, ALCOHOLIC BEVERAGE CONTROL DIVISION FOR YEAR ENDED 30 JUNE 1974. January 31, 1975, 49 pages

This report contained three sections—a summary of fiscal conditions, detailed financial statements and comments on the balance sheet along with the accountant's report, and an operational review of certain departmental functions and a committee appraisal of them. The first section also included a short narrative of the financial highlights

in 1974 with a brief evaluation of the general performance of the agency.

The PEER Committee found continuity and stability in management within the ABC Division and excellent record keeping in the accounting department. The bailment warehouse, a commercial warehouse authorized by the State Tax Commission to store liquor for the supplier, was operated satisfactorily. The purchasing and warehousing functions were performed efficiently also. In the area of enforcement, ABC agents generally had succeeded in reducing bootlegging considerably. Finally, PEER auditors found that the Permit Section was operated efficiently.

28. COST BENEFIT INFORMATION ON PROGRAMS ADMINISTERED BY THE STATE DEPARTMENT OF EDUCATION. January 27, 1975, 29 pages

Cost and benefit data on programs administered by the State Department of Education during FY 1974 was assembled in this publication. Shown for each of the fifty department programs (sometimes grouped into five major categories) were the total expenditures, employees, authority, manpower, benefit, and cost (by source of funds). Pie graphs portrayed proportional cost and employment statistics for the department. An organization chart of the department was included also.

Except for Vocational Rehabilitation, the department had no performance data or objectives for the programs it administered. The PEER Committee recommended that meaningful information on these programs be released to the Legislature and the public on an annual basis. This information should include the goals of the programs; coverage and size data for past and current fiscal years; objectives for the programs for the next five fiscal years; and the estimated funds required to implement objectives by source of funds.

The report noted that more than 63 percent of the department's work force were employed by the Vocational Rehabilitation program. Federal funds represented 87 percent of the expenditures for Vocational Rehabilitation and more than 65 percent of the department's internal administrative and consultative services program expenditures. Thus, the department relied heavily on federal monies.

27. OVERVIEW OF EDUCATION IN MISSISSIPPI: ISSUES BEFORE THE PRESENT STRUCTURE OF GOVERNANCE, January 27, 1975, 19 pages

Managerial planning and coordination, the requirement of accountability of the educational system to the people,

and the collection of meaningful data for the purposes of management and review were found to be three issues which face state supported education in Mississippi and were the concern of this report. The report also discussed issues noted in previous PEER reports on education. (See report numbers 15, 23, and 26, pages 5, 8, and 9, respectively.)

Within the educational system in Mississippi, various segments have worked in relative isolation from each other. Informal consultation did occur, but statewide planning was practically nonexistent. The result was the overlapping of programs and the inefficient utilization of resources. This lack of meaningful planning should be corrected at the governance level. The absence of statewide goals and objectives in turn had deprived the people of Mississippi of standards with which the system may be evaluated. In addition, relevant data for the purposes of management and review was unavailable in standardized form.

26. THE BOARD OF TRUSTEES OF THE STATE INSTITUTIONS OF HIGHER LEARNING: A REPORT BASED UPON A REVIEW OF THE OPERATING POLICIES AND PROCEDURES, January 20, 1975, 130 pages

The objective of this report was to examine the employment of performance criteria in the management of the institutions of higher learning. An overview of the universities—including an examination of statutory authority, budget and allocation procedures, scope of academic programs, employment of faculty, student enrollment, and facilities' use—was presented.

The board should formulate statewide objectives for supportive and instructional programs to serve as standards of performance and to aid in policy making. The board should insure that resources are allocated efficiently at each institution and that each has a balanced program. For supporting service activities, investment and performance criteria should be set where possible. A more active role should be taken by the Board of Trustees in the review of facilities' construction requests. In addition, a more refined and accurate allocation procedure should be implemented, facilitated by a computerized reporting and information network to compile and analyze comprehensive data.

Other PEER recommendations were to review the universities' catalogs; to standardize course numbers, titles, and descriptions; and to develop a uniform system to designate the lowest level of graduate credit and highest level of undergraduate credit. The board also should request a comprehensive campus development plan from each institution as well as enrollment targets.

25. TAKE-HOME-PAY SAVINGS PROGRAM, January 13, 1975, 13 pages

Originally presented to the Legislature as a teacher pay proposal, this report was a plan to increase the take-home-pay of state and common school employees. It was an alternative to giving state employees a gross salary raise of 7.25 percent. This take-home plan would have eliminated the employee payment to the state retirement fund, thus giving an employee approximately 5 percent more in take-home-pay. The retirement system would have been funded totally by the state under this plan. No further employee withdrawals would have been made after the take-home-pay plan was implemented, thus reducing the total required rate of contribution and resulting in a savings in lieu of a gross raise. Those employees who contributed to the fund prior to implementation of the take-home plan would have received the 5 percent of their salary (plus 1 percent interest) if they ceased working for state government prior to retirement. The tax burden would have been shifted from an employee's working years to his retirement years, and the proposal also would have provided an incentive for an employee to remain in state government.

Objections to the plan outlined in the report were that some pre-retirement state employees would have received lower retirement benefits, that the increase in take-home pay would have favored the highest salaried employees, and that there would have been no "psychological windfall" when employees left state employment and withdrew their retirement. On the other hand, implementation of the plan would have saved over \$25 million per year in lieu of a gross raise. In addition, future salary increases would have been taxed at a lower rate.

24. FIRST REPORT ON LEGISLATIVE AUDIT COMMITTEE OPERATIONS, MARCH 19, 1973 THROUGH JANUARY 6, 1975, January 9, 1975, 20 pages

The purpose of this report was to inform the Legislature of the activities of the Joint Legislative Committee on Performance Evaluation and Expenditure Review. Created in March 1973 by SB 1994, the PEER Committee and its staff were authorized to evaluate and make recommendations for improving the efficiency, economy, and effectiveness of state and local government in Mississippi. PEER report recommendations resulted in improved operations and financial management by agencies, examples of which were given in the report. Other activities of staff members, who were made available to study committees and other task forces, were detailed.

Also included were an organization chart of the Committee and the staff, a list of Committee goals for FY 1974, a statement of revenues and expenditures, and a bibliography of published reports dated November 15, 1974.

23. A PERFORMANCE EVALUATION AND EXPENDITURE REVIEW OF MISSISSIPPI PUBLIC JUNIOR COLLEGES, December 16, 1974, 197 pages

A continuation of the PEER Committee's evaluation of public education in Mississippi, this report's purpose was to determine the effectiveness of the utilization of post-secondary educational resources. Other areas of concern included administration, governance, and finance at the state and local levels; curricula; costs; and faculty and facilities utilization. Of concern also was the compliance of these institutions and their governing boards with existing statutes in the area of operations.

The report noted that the Junior College Commission, along with the State Department of Education, was responsible for state level coordination and supervisory services. However, because of the problems in the statutory composition of the commission, the Committee recommended that the Legislature consider alternatives. To fulfill its statutory duties, the Junior College Division needed at least two additional employees and computer services. Further, the duties of the Director of the Division, also set by statute, created a potential conflict of interest.

Other findings—variance in salaries of comparable junior college administrators, instances of poor utilization of existing academic classrooms, increasingly expensive athletic programs—were detailed, and recommendations were made to correct them. In general, the Junior College Commission should exert more guidance and control over the junior college system.

22. SURVEY II: INTERNAL AND ACCOUNTING CONTROLS AT THE MISSISSIPPI STATE PENITENTIARY, November 15, 1974, 45 pages

This report was the second survey on the internal and accounting controls of the Mississippi State Penitentiary. When the first survey was conducted in May 1973 (see report number 1, page 73), the penitentiary had no permanent superintendent. This re-examination was authorized to evaluate internal accounting procedures under the administration of the new superintendent, who took office in January 1974.

Many recommendations had been implemented since the previous survey. In particular, the farm and the penal operations were separated by law in 1974, successfully eliminating many problems. In addition to implementing PEER recommendations in the field of accounting, a firm of consultants had been employed to study the accounting system and to suggest further improvement. Qualified, experienced personnel had been hired since May 1973, and a central warehouse had been constructed with adequate internal controls.

Although a few minor problems remain, the State Penitentiary had accomplished many objectives of the first report.

21. A PERFORMANCE EVALUATION OF THE ORGANIZATION AND MANAGEMENT OF THE MISSISSIPPI STATE HIGHWAY DEPARTMENT INCLUDING A REVIEW OF THE RIGHT-OF-WAY DIVISION, November 12, 1974, 43 pages

This performance evaluation of the State Highway Department reviewed the overall organization and management of the department and evaluated the Right-of-Way Division. Both organization and management were strong areas in the department. A high level of employee dedication was present as well as an effective informal communication system throughout the entire organization structure. Minor incongruities were noted in the implementation of personnel administration procedures.

The department had begun an extensive highway maintenance program. Management officials had access to maintenance program data through the use of a computer designed information reporting system.

Right-of-way plans were well-constructed and timely. However, Highway Department property appraisers, who determine the value of the real estate to be acquired for right-of-way, were paid less than the average salary when compared to similar positions in surrounding states and private industry. The Highway Department and the Classification Commission should review and upgrade the salaries of appraisers.

20. A PERFORMANCE EVALUATION AND EXPENDITURE REVIEW OF THE STATE DEPARTMENT OF EDUCATION, DIVISION OF VOCATIONAL REHABILITATION, October 15, 1974, 48 pages

This report included a review of conformity of the programs with legislative intent; an evaluation of program administration; an expenditure review and an evaluation of the effectiveness of the accounting system used in program administration; and a review of the impact of federal grants-in-aid on the program. Goals and objectives of the program were examined as well as the benefits of the program in relation to expenditures.

Both the administrative structure and scope of services of the Division of Vocational Rehabilitation conformed with legislative intent. However, steps should have been taken to halt decreases in program coverage, in the success ratio, and in clients served and clients rehabilitated. Mississippi's program compared favorably with all comparable programs in the South, except South Carolina.

Although the Division of Vocational Rehabilitation (DVR) was well-administered, minimum caseload and clients served/rehabilitated expectations should have been established to encourage better program management and accountability.

The division's accounting system was reliable and provided adequate internal control. Weaknesses in internal control were noted at the workshop level, however. The Committee recommended that someone other than the bookkeeper be involved in keeping workshop financial records. Also, those workshops not maintaining inventory records of incoming contractor products should do so.

The Committee also found unnecessary duplication between the Disability Determination Unit of the DVR and the Department of Public Welfare concerning medical examinations of applicants for Supplemental Security Income and Medicaid.

19. INTERIM STATEMENT, LAC INVESTIGATION OF ENFORCEMENT ACTIVITIES OF THE ALCOHOLIC BEVERAGE CONTROL DIVISION, September 26, 1974, 7 pages

An investigation of alleged irregularities in the enforcement activities of the Alcoholic Beverage Control (ABC) Division was the focus of this report. The PEER Committee found that the chairman of the State Tax Commission had exceeded his statutory authority with regard to the administration of the ABC Division. He had hampered the administration and enforcement of the alcoholic beverage control laws and had assumed the authority of the associate commissioners at times. This situation had a detrimental effect on the morale of the ABC Division.

The associate commissioners should adhere strictly to the law and should exercise their full statutory authority in the administration of the ABC Division and in the enforcement of the law.

18. A PERFORMANCE EVALUATION OF THE VETERANS FARM AND HOME BOARD, September 16, 1974, 32 pages

The Veterans Farm and Home Board (VFHB) was created to assist veterans in procuring homes and farms. This performance evaluation ascertained the effectiveness of the loan program's administration and reviewed the conformity of the program with legislative intent.

Although a correlation existed between counties receiving a high percentage of loans and counties having representation on the VFHB, it was a result of increased publicity in the counties in which the board members live. VFHB loans should have been distributed more widely among the eighty-two counties, however.

The VFHB computerized its operations, reduced delinquent accounts, and imposed late fees. The insurance policies held by the veterans were up-to-date. However, refunds from excess premium payments in 1950-1968 were used to make other loan commitments instead of being used to give the veterans a premium holiday or to offset heavy claims experience.

Money paid to the VFHB should be transferred to the State Treasury twice a month to reduce the time that the money was idle. Legislation to allow the VFHB to use savings accounts instead of checking accounts was recommended.

The report concluded that the staff of the VFHB was doing a good job of administering the loan program.

17. THE CONSTITUTIONALITY OF THE MISSISSIPPI PUBLIC SCHOOL FINANCING SYSTEM IN LIGHT OF SAN ANTONIO DISTRICT v. RODRIGUEZ 411 U.S. 1 (1973), August 8, 1974, 17 pages

The *San Antonio Independent School District v. Rodriguez* case challenged an educational structure dependent on local property taxes. The Supreme Court ruled such a financing method constitutional. Since Mississippi's financing system also was heavily dependent on local property taxes, this report compared this state's system to San Antonio's public school financing system to see if it could have been considered discriminatory.

The criteria by which the Court evaluated the Texas public school system were isolated and applied to the Mississippi public school system. Disparities in education in Mississippi's public schools were comparable to those in other states and were fewer than those of the San Antonio public schools. Since the disparities in the San Antonio schools were not ruled discriminatory, it would seem that on these grounds, discrimination would not exist.

16. PERFORMANCE EVALUATION OF THE MISSISSIPPI PARK COMMISSION, June 13, 1974, 31 pages

The audit of the Mississippi Park Commission consisted of a performance evaluation of the commission staff and park operations. Internal controls, finances, purchases, and inventory procedures also were examined.

Significant weaknesses in management and control procedures were noted in the report. In particular, there was some mismanagement in the park construction and renovation program. Some contract construction of facilities was of substandard workmanship, and accountability for construction material was limited. Further, a discrepancy of approximately \$2,500,000 in fixed assets of Park

Commission property could not be reconciled. Inefficiency and lack of effective management controls had resulted from park managers having the responsibility of construction and renovation.

After meeting with the PEER Committee, the Executive Director and Chairman of the Park Commission agreed that steps should be taken to improve the internal control and management in the park construction and renovation program.

15. PERFORMANCE EVALUATION: MINIMUM FOUNDATION PROGRAM, STATE DEPARTMENT OF EDUCATION, June 4, 1974, 110 pages

This report noted that the Minimum Foundation Program (MFP) provided financing for public school operations. Funds were available for teachers' salaries, pupil transportation, school administration, and special needs of the schools. The amount of MFP money received by a local school district was determined by average daily (pupil) attendance. The purpose of the study was to determine how effectively the MFP was administered by the Department of Education and to review conformity of program administration with legislative intent.

The report noted that fall public school enrollment was declining, that the state was bearing an increasingly larger percentage of the total cost of public school operations, and that some 1,195 teachers in Mississippi did not hold valid teacher certificates in the subjects they taught the major part of the day. The audit also found inadequate budget preparation and control procedures at the school district level and only fair internal control over receipts and disbursements of school district funds. Another problem was nonconformance with MFP regulations concerning payment of teachers.

The Legislature should consider changes in the methods of local funding and the allocation of funds to the districts. Also recommended to be considered were the consolidation of school districts into larger units and the provision for greater fiscal independence to local school districts. A special study to provide a teacher pay increase was included in the report.

14. MISSISSIPPI DEPARTMENT OF PUBLIC WELFARE: A SPECIAL STUDY TO EVALUATE THE IMPACT OF CHANGES IN SOCIAL SECURITY LEGISLATION ON THE STATE DEPARTMENT OF PUBLIC WELFARE, January 11, 1974, 50 pages

Prepared originally for the Appropriation Committees of the Legislature, this study focused on the effects of changes in Social Security legislation on the Department of Public Welfare. Federal legislation replaced public assis-

tance payments for the financially needy aged, blind, and disabled with a system of supplemental security income (SSI). An amendment to the legislation provided that states must agree to maintain the income of each December 1973 aged, blind, or disabled recipient at his December 1973 income level. If the agreement were not reached, the state would lose federal matching funds for Medicaid.

Because some 21,000 Mississippi SSI recipients would have received less income under this legislation, the state was required to pay them a supplemental income. Costs would have diminished each month as recipients were phased out of the program. Failure by the state to enact legislation to appropriate the funds for the supplemental income would have resulted in a loss of Medicaid benefits to approximately 320,000 persons receiving over \$100 million in medical benefits. The state could have elected to pay the supplement, at an approximate cost of \$920,000, or could have contracted with HEW, which would have administered the payment at nominal cost to the state.

The report also analyzed the two options that the state may use in determining eligibility for Medicaid benefits. Performance audits of the regional welfare offices and selected county welfare offices were included as well as a budget analysis.

13. MISSISSIPPI STATE HIGHWAY DEPARTMENT FISCAL AUDIT REPORT, YEAR ENDING 30 JUNE 1973, January 8, 1974, 116 pages

On examination of the records and accounts and review of the operations of the Highway Department for FY 1973, PEER staff found the accounting system generally reliable. Most exceptions to this noted in the report resulted from variances with management interpretation and implementation.

One weak area of accounting control and management of assets was the inventories of materials and supplies. The PEER Committee recommended that these inventories be correctly recorded, valued and controlled. Overstatement of employee benefits should be corrected, and an unnecessary maintenance shop at Houston, Mississippi, should be closed.

Because of a revenue allocation problem with the Motor Vehicle Comptroller, the Highway Department was required to draw on its high yield investments for operating capital. To correct this, the Committee recommended that funds from the Motor Vehicle Comptroller be distributed concurrently each month with other funds.

12. MOTOR VEHICLE COMPTROLLER MISUSE OF DEALER DISTINGUISHING LICENSE TAGS; MOTOR VEHICLE COMPTROLLER

UNAUTHORIZED ISSUANCE OF SPECIAL LICENSE TAGS, January 2, 1974, 6 pages

Widespread abuse of dealer tags was found in efforts to determine the use of dealer distinguishing license tags. Statutes pertaining to the motor vehicle dealer tag permit law were ambiguous, and they did not provide enforceable and adequate penalties to discourage misuse. These Code sections should be amended to correct the abuse of dealer tags.

In investigating the issuance of special license tags, PEER staff found that the Motor Vehicle Comptroller had ordered and issued more than 200 special tags without statutory authority. The Motor Vehicle Comptroller should be prohibited from issuing unauthorized special license tags.

11. A REPORT ON THE MOTOR VEHICLE COMPTROLLER PORTABLE SCALE OPERATION, December 26, 1973, 9 pages

This evaluation of procedures used by portable scale inspectors from the Office of the Motor Vehicle Comptroller attempted to determine the effectiveness of the enforcement of statutes pertaining to overweight vehicles on the highways of Mississippi. The report also evaluated control procedures exercised in the collection of fees levied by portable scale operators.

Widespread violations of Mississippi highway weight limits were occurring throughout the state, and enforcement of laws regulating load limits was inadequate. The Motor Vehicle Comptroller should be required to enforce the law, aided by the employment of additional inspectors. Statutes dealing with violations concerning load limits should be amended to include more severe penalties.

10. A REPORT ON MISSISSIPPI STATE HIGHWAY DEPARTMENT SUPPLEMENTAL AGREEMENTS AND CHANGE ORDERS AND ANALYSIS OF LIQUIDATED DAMAGES, December 3, 1973, 24 pages

The report explored the use of change orders, required to effect minor changes in quantities, a change in design, the addition of pay items, and so on; and the use of supplemental agreements, used to modify plans or specifications necessary as work progresses. To determine the extent to which change orders and supplemental agreements were used, a sample was drawn from construction projects closed out in FY 1972 and FY 1973. Based on findings from examination of the sample construction projects, the PEER Committee recommended that the Highway Department establish and enforce specific guidelines for the use of change orders and supplemental agreements. Also

recommended were major changes in procedures for the development of state estimates of construction costs.

A second area of concern was liquidated damages, amounts withheld from the contractor for each day the project falls behind the scheduled date of completion. A study of rates for liquidated damages was recommended, since present rates were inadequate to cover actual costs.

Additional recommendations were to increase the size of the department's legal staff and to establish standard procedures for collection of overpayments to contractors.

9. MISSISSIPPI STATE PENITENTIARY CENTRAL WAREHOUSE ACCOUNTING AND SECURITY CONTROLS, November 29, 1973, 10 pages

At the request of the Comptroller at the Mississippi State Penitentiary, the PEER Committee reviewed the plan of accounting and security controls to be instituted in the operation of a new central warehouse. Existing and new facilities were reviewed in relation to essential control procedures. Recommended procedural policies for use at the penitentiary were outlined in detail in the report. Installation of the recommendations should provide the warehouse with accounting integrity and optimum protection for persons and property.

The report was read and adopted as a guide by management personnel at the penitentiary.

8. A REPORT ON MISSISSIPPI STATE HIGHWAY DEPARTMENT MISSISSIPPI RIVER BRIDGE AT VICKSBURG, September 17, 1973, 17 pages

An examination of the administration and supervision of the construction of the Mississippi River Bridge at Vicksburg revealed problems which resulted from administrative deficiencies in the Highway Department. Adequate time was not scheduled in advance to review and revise contract plans, and portions of the contract that were unsatisfactory at the outset were not clarified. Also, the department relied heavily on the services of one consultant and disregarded the advice of its technical staff.

The Highway Department should develop and implement a schedule for preparation and review of plans and contracts for anticipated awards. Sound legal and technical advice should be regarded when construction contracts are amended. To prevent an individual from effecting an amendment without this advice, legislation should be enacted.

7. THE MISSISSIPPI STATE HEALTH DEPARTMENT AND ITS OSHA CONTRACT, August 30, 1973, 7 pages

The concern of this report was the propriety and legality of the contract between the State Health Department and the Occupational Safety and Health Administration (OSHA), a division of the U.S. Department of Labor. The OSHA legislation was designed to eliminate occupational hazards by maintaining health and safety regulations for all places of commerce. The contract allowed the Health Department to assist in implementing the provisions of the Act.

The PEER Committee found that the contract lacked specific statutory sanction in Mississippi, and the Attorney General's office stated that no legal authority for the contract existed. Furthermore, the agreement was contrary to the intent of the Mississippi Legislature. For these reasons, the Committee requested that the contract be canceled immediately.

Since the report, the State Board of Health ceased conducting OSHA inspections as of September 1, 1973. The State Health Officer made a formal request to the U.S. Department of Labor that the contract be canceled on September 1, 1973.

6. A REPORT ON MISSISSIPPI STATE HIGHWAY DEPARTMENT PROJECT NO. 63-0910-00-025-10 (ACCESS ROAD TO LITTON INDUSTRIAL FACILITIES, JACKSON COUNTY), August 22, 1973, 10 pages

During an examination of the accounting procedures and financial control of the Mississippi State Highway Department, a departure from procedure was discovered in the construction project on the access road to Litton Industrial Facilities. This report detailed the project and terms of the contract.

As a result of the failure of Highway Department officials to establish guidelines for compensation of contractors, the L & A Contracting Company was overpaid by approximately \$284,000. The contractor should have been notified immediately and restitution made. The Committee recommended that the Highway Commission authorize the Attorney General to file suit on behalf of the department to collect the overpayment, if necessary.

5. A REPORT ON THE STATE TEXTBOOK DEPOSITORY, August 7, 1973, 4 pages

Since 1940 when Jackson was designated as the central depository for textbooks by the State Textbook Purchasing Board, the facilities of the School Book Supply Company had been used. The School Book Supply Company

ordered its books from forty-four publishing companies approved by the Mississippi Textbook Purchasing Board. Additional services provided by the company were the storage, handling, and distribution of used state textbooks.

All procedures used by the company were examined closely and were found to be quite satisfactory. In fact, the State Textbook Depository of Mississippi often was used as a model for other states interested in the maintenance of state-owned depositories.

4. A REPORT ON THE INVESTMENT OF EXCESS CASH BY THE STATE DEPOSITORY COMMISSION, August 3, 1973, 6 pages

This report was the final in a series of studies on the treatment of excess cash by certain state officials. Previous studies may be found in report number 2, page 73.

The investment of excess cash by the State Depository Commission in custody of the State Treasurer was the focus of the study. Commission records from FY 1973 showed that approximately \$31 million was idle cash. If the maximum of 90 percent (ceiling set by statute) of this idle cash had been invested in certificates of deposit at 4 percent interest, additional revenue of \$1,240,000 would have been earned.

Not only did the PEER Committee recommend investing these funds, but the Committee also recommended that the State Depository Commission close all checking accounts in state banks outside of Jackson. The commission should have reduced the balances of its accounts in the four Jackson banks and invested money on hand in these accounts on a short-term basis. In addition, legislation to reduce funds allowed to remain idle and revision of procedures for the use of demand and time deposits were recommended.

3. A SURVEY TO DETERMINE THE SAVINGS THAT COULD BE ACHIEVED IF CERTAIN STATE DEPARTMENTS CONVERTED TO AN EIGHT-HOUR WORK DAY, July 3, 1973, 3 pages

Twenty-seven state government departments that function on a seven-hour work day were selected to determine the savings that could result from conversion to an eight-hour work day. Overtime hours were not taken into consideration. State departments that were open for business eight hours a day but in which employees work only seven hours a day on staggered work schedules were omitted.

The twenty-seven departments employed 1,431 persons at a cost of \$1,109,733 per month (including employer costs). Conversion to an eight-hour work schedule would

have reduced the number of employees by 12.5 percent at a savings of \$138,700 per month, or \$1,644,000 per year.

The Committee recommended implementation of an eight-hour work standard for all state government employees. Legislation should be adopted to provide for uniform working hours for all state government departments.

2. A SURVEY TO DETERMINE THE TREATMENT OF EXCESS CASH BY CERTAIN STATE OFFICIALS, July 3, 1973, 3 pages

This report contains two of three studies conducted to determine whether state officials who had control over large amounts of money were investing surplus or idle funds prudently. Details of the third study may be found in report number 4, page 73.

The management of money in the Alcoholic Beverage Control Division of the State Tax Commission and the University of Mississippi Medical Center was the concern of this report. During the four-month test period from January 1, 1973, to April 30, 1973, both the ABC Division and the University Medical Center were found to have surplus cash. If these funds had been invested in 4 percent certificates of deposit, interest income of approximately \$272,000 could have been earned.

Since the report, both parties have made arrangements to secure certificates of deposit for the investment of their excess cash.

1. SPECIAL SURVEY TO IDENTIFY DEFICIENCIES IN THE ACCOUNTING SYSTEM AND INTERNAL CONTROLS AT THE MISSISSIPPI STATE PENITENTIARY AND RECOMMENDATIONS FOR THE INSTALLATION AND MAINTENANCE OF AN ACCURATE ACCOUNTING SYSTEM COMBINED WITH ADEQUATE INTERNAL CONTROL, July 3, 1973, 36 pages

Deficit financing of the Mississippi State Penitentiary in FY 1973 was the impetus for this study.

The organization and administration of personnel were reviewed in the report, and recommendations for improvement in this area were detailed. PEER auditors found deficiencies in the accounting systems and internal controls in the Farm Division, the Corrections Division (Book Bindery and Prisoners' Fund), and the Service and Support Division. Recommended corrective measures were enumerated for each division.

In general, the PEER Committee recommended that the Penitentiary establish and maintain a well-planned control system for the provision of adequate reporting methods, accurate accounting, and proper planning and bud-

Appendix A
PEER Committee Staff Biographies

Turcotte, John W., *Director*

Millsaps College; B.A. (Highest Honors), Political Science, University of Southern Mississippi; M.A., Political Science, University of Southern Mississippi; Diploma, Federal Executive Institute, Senior Executive Program, Session 55, 1982; Henry Toll Fellow, Council of State Governments, 1986; State Executive Development Institute, 1990; Legislative Staff Management Institute, University of Minnesota, 1994. **Date of Employment with PEER:** June 1973. **Formerly:** Instructor, Hinds Community College. **Other Employment:** Adjunct faculty, Millsaps College; Teacher, Greene County Schools. **Memberships:** Past Staff Chair and member of Executive Committee, National Conference of State Legislatures (NCSL); Past Staff Chair, Assembly on Legislature, NCSL; Past Chair, National Legislative Program Evaluation Society; Government Finance Officers Association; American Society for Public Administration, 1981 Mississippi Chapter President; American Association for Artificial Intelligence; Governmental Research Association; Phi Kappa Phi; Pi Alpha Alpha; Pi Gamma Mu; "M" Club, Millsaps College. **Training Programs:** CDPA Institute; DIALOG System Seminar; U.S. Department of Commerce, Interagency Auditor Training Center; University of Michigan Management Institute; Mark IV Software.

Adcock, Mitchell, *CIA, CFE, Senior Analyst*

B.A., Accountancy, University of Mississippi. **Date of Employment with PEER:** March 1994. **Formerly:** Internal Auditor, Blue Cross Blue Shield of Mississippi, Inc. **Other Employment:** Medicare Compliance Auditor, Medicare Intermediary for Mississippi, Blue Cross Blue Shield of Mississippi, Inc. **Memberships:** The Institute of Internal Auditors (Certified Internal Auditor), National Association of Certified Fraud Examiners (Certified Fraud Examiner). **Training Programs:** National Conference of State Legislatures Program Evaluation/Audit Program; Blue Cross Blue Shield Association Internal Audit Program; Risk Assessment Techniques for Internal Auditors; Medicare Advanced Auditing II; Fraud and Abuse Audit Guide I & II; Governmental Audit Standards Program; Fraud Awareness for the Computer Age Auditor, Behavior and Communication Skills for Auditors.

Arinder, Max K., *Chief Analyst*

Millsaps College; B.A. (Honors), Psychology, University of Southern Mississippi; M.A., Psychology, University of Southern Mississippi; Ph.D., (N.D.E.A. Fel-

lowship), Experimental Psychology, University of Southern Mississippi. **Date of Employment with PEER:** November 1981. **Formerly:** Consultant, Eufaula Center, Alabama Department of Mental Health; Treatment Coordinator, Eufaula Center, Alabama Department of Mental Health; Assistant Professor of Psychology, Troy State University. **Memberships:** Legislative Program Evaluation Society, Executive Committee, Secretary 1989-90, Vice Chair 1991-92, Chair 1992-93; American Evaluation Association; American Association for Artificial Intelligence; American Psychological Association; Psi Chi; Phi Delta Kappa; Association of Licensed Psychologists in Alabama. **Training Programs:** Legislative Staff Management Institute, University of Minnesota; Knowledge Engineering, AAI; Developing Expert Systems, AAI; Management Skills, National Institute on Drug Abuse, Montgomery, Alabama; CDPA Institute—Data Processing Fundamentals, Introduction to SAS; Project Management, University of New Orleans; Managing Public Resources, Peat Marwick International; How to Supervise People, National Career Workshops.

Barber, James A., *Chief Analyst*

B.S., Business Administration, University of Southern Mississippi; M.B.A., Management, University of Southern Mississippi; 9 post-graduate hours in Public Administration, Mississippi College. **Date of Employment with PEER:** April 1978. **Formerly:** Graduate Assistant in Management, University of Southern Mississippi. **Training Programs:** Mark IV Computer Training Course; CDPA Institute; State Auditors Coordinating Committee Quarterly Meeting, Washington, D.C.; NCSL Seminar on Alternative Highway Financing Methods, St. Louis, Missouri; Southeastern Intergovernmental Audit Forum Bid Rigging Seminar, Atlanta, Georgia; Institute of Internal Auditors Audit Management Seminar, Jackson, Mississippi; Legislative Staff Management Institute, Minneapolis, Minnesota.

Booth, J. F. (Ted), *Principal Analyst*

B.A., History, Tulane University; J.D., Tulane University; M.M., (Management), Northwestern University. **Date of Employment with PEER:** November 1984. **Memberships:** Phi Alpha Theta; Phi Delta Phi; Mississippi Bar. **Training Programs:** CDPA Institute—Introduction to SAS; Institute of Internal Auditors Audit Management Seminar, Jackson, Mississippi; Institute of Internal Auditors—Fraud Detection Seminar, Jackson, Mississippi.

Boyd, Michael T., Staff Analyst

B.A., Political Science, Mississippi State University; M.P.P.A., Public Policy and Administration, Mississippi State University. **Date of Employment with PEER:** September 1994. **Formerly:** Graduate Research Assistant, John C. Stennis Institute of Government. **Other Employment:** Graduate Intern, John C. Stennis Institute of Government; Vice President, Inter-Residence Hall Council, Mississippi State University; Student Assistant, Department of Political Science, Mississippi State University; Student Assistant, Department of Financial Aid and Scholarships, Mississippi State University. **Memberships:** International City/County Management Association, Pi Alpha Alpha.

Davis, Louwill E., III, Corrections Auditor

B.S., Administration of Justice, American University; M.P.A., Jackson State University. **Date of Employment with PEER:** February 1994. **Formerly:** Deputy Chief of Professional Standards, Jackson Police Department, Jackson, Mississippi. **Special Honors:** Outstanding Intern, M.P.P.A. Program, Jackson State University, June and December 1990; Certificate of Distinguished Service, Jackson Police Department; Officer of the Month and Officer of the Year, Jackson Police Department. **Memberships:** American Society of Public Administrators, National Association of Emergency Medical Technicians, Mississippi Law Enforcement Officers Association. **Training:** Association of Certified Fraud Examiners--Fraud and Government Auditing Standards; Association of Certified Fraud Examiners--Contract and Procurement Fraud; Mississippi State Certified Instructor, Board on Standards and Training for Law Enforcement; Nationally Registered Emergency Medical Technician; Completed the Jackson Police Training Academy, Seminar on Racism in Law Enforcement, Seminar on Cultural Diversity, Homicide Investigators School, Crime Scene Investigators School, Internal Affairs Investigators School; Management of Law Enforcement Agencies Seminar.

Dawkins, Samuel H., Principal Analyst

B.A., Political Science, Mississippi State University; M.P.P.A., Public Policy and Administration, Mississippi State University. **Date of Employment with PEER:** December 1979. **Formerly:** Project Planner/Coordinator with North Central Planning and Development District, Winona, Mississippi. **Other Employment:** Intern, Department of Intergovernmental Relations, City of Starkville, Mississippi; Graduate Assistant in Public Administration, Mississippi State University. **Memberships:** American Society for Public Administration; Pi Sigma Alpha. **Training Programs:** CDPA Institute—Introduction to SAS, COBOL, Systems Analysis, Job Control Language, Data Communications, TSO, and Introduction to UNIX; Financial Investigative Techniques, Internal Revenue Service, Jackson, Mississippi; Southeastern Intergovernmental Audit Forum Operational Auditing Seminar, Jackson, Mississippi.

Hamilton, Barbara Y., Senior Analyst

B.A. (Cum Laude), Political Science, Jackson State University; M.P.A., University of Mississippi. **Date of Employment with PEER:** May 1985-January 1986; March 1988. **Formerly:** Revenue Officer, Internal Revenue Service, Miami, Florida. **Memberships:** American Society for Public Administration; Pi Sigma Alpha.

Humphreys, Kevin L., Senior Analyst

B.S. (High Honors and Special Distinction) History, Mississippi College; J.D., Vanderbilt University. **Date of Employment with PEER:** December 1992. **Formerly:** Private law practice. **Other Employment:** Law Clerk, Justice Lenore L. Prather, Supreme Court of Mississippi. **Memberships:** Phi Delta Phi; Jackson Young Lawyers; Hinds County Bar; Mississippi State Bar; American Bar Association, Section of Law Practice Management. **Training:** LEXIS, WESTLAW, Professional Development Seminar for Senior Legislative Research and Committee Staff, Hartford, CT.

Hutcherson, Ann, Secretary-Receptionist

Palm Beach Junior College, Criminology; Jackson Business College. **Date of Employment with PEER:** January 1983. **Formerly:** Legal Secretary, Downey and Brown. **Other Employment:** Receptionist/Secretary with Secretary of State's Office; Deputy Clerk/ Office Manager, Criminal and Civil Divisions, Palm Beach County Courthouse, Florida; Professional Model, Kathleen Lowe Modeling Agency, Palm Beach, Florida; Telephone Operator, West Palm Beach, Florida.

Landrum, W. Larry, Systems Analyst/Programmer

B.S., Mathematics and Computer Science, Mississippi State University. **Date of Employment with PEER:** March 1981. **Formerly:** Systems Analyst, University of Mississippi Medical Center. **Other Employment:** Co-op Student, IBM, Huntsville, Alabama; Member of Technical Staff, Computer Sciences Corporation, Huntsville, Alabama; Loan Officer, People's Bank of Durant, Durant, Mississippi. **Training Programs:** Software Engineering with AED, Softech, Inc., Boston, Massachusetts; CICS Programming, On-Line Software International, Jackson, Mississippi; IV Phase Programming, IV Phase Systems, Atlanta, Georgia; CDPA Institute—Interpreting OS/VS Dumps, IMS Data Base Design, and IMS DL/1 Programming.

Lockhart, Kelly, Senior Analyst

B.A., Political Science, Millsaps College; M.P.P.A., Public Policy and Administration, Mississippi State University. **Date of Employment with PEER:** July 1988. **Formerly:** Intern, PEER Committee. **Other Employment:** Student Assistant, Department of Political Science, Millsaps College; Student Assistant, Office of Stu-

dent Affairs, Millsaps College. **Training Programs:** DIALOG System Seminar; DIALOG Update; MacAcademy; ISI Online Workshop.

McCants, Joyce, Senior Analyst

B.S., Business Administration, Jackson State University; Graduate of the Department of Treasury, Federal Law Enforcement Training Academy, Glynco, GA; six post-graduate hours towards MBA, Troy State University European Division, Oxfordshire, England. **Date of Employment with PEER:** January 1992. **Formerly:** Criminal Investigator, Naval Investigative Service, New Orleans, LA. **Other Employment:** Tax Fraud Investigative Aide, Internal Revenue Service (CID), Jackson, MS; Deputy Clerk, U.S. District Court and U.S. Bankruptcy Court, Western District of Louisiana, Shreveport, LA. **Memberships:** Naval Investigative Service, Special Agent's Association. **Training Programs:** Improving Internal Audit Productivity; Criminal Investigator Course; NIS Procurement and Contracting Overview; Interview Interrogation Course; Victim Sensitivity Course; Conducted Security and Intelligence briefings to U.S. Navy civilian and military personnel; IRS Tax Fraud Investigative Aide Course.

McMinn, Deborah P., Purchasing Officer

Criminal Justice, Hinds Junior College; IBM Secretarial, Draughon's Business College. **Date of Employment with PEER:** July 1994. **Formerly:** Accounting Clerk Senior, Pearl River Valley Water Supply District; Bill Adjustment Clerk, McRae's Executive Plaza Operations Center; Purchasing Agent, Padgett Enterprises Inc., Magee, MS. **Training:** State Automated Accounting System (SAAS). **Memberships:** Mississippi Association of Governmental Purchasing Agents.

McNeill, Mary, Accountant

Diploma in languages, London University. **Date of Employment with PEER:** June 1993. **Formerly:** Purchasing Agent, McRae's Department Stores. **Other Employment:** Office Manager, Cencom, Inc.; Clerical Officer, Ministry of Labor, U. K. Government. **Training Programs:** Governmental Procedures and Office Management. **Memberships:** Mississippi Association of Governmental Purchasing Agents.

Miller, Stephen R., General Counsel

B.S., English, Ball State University; M.B.A., University of Mississippi; J.D., University of Mississippi School of Law. **Date of Employment with PEER:** September 1984. **Formerly:** Chief Hearing Officer, Mississippi Employee Appeals Board. **Memberships:** Mississippi State Bar.

Pray, David J., CPA, Senior Analyst

B.B.A., Accounting, University of Mississippi; M.B.A., Mississippi College. **Date of Employment with PEER:** February 1995. **Formerly:** Assistant Vice President-Auditing, Deposit Guaranty National Bank. **Other Employment:** Cashier, Pike County National Bank, McComb; Adjunct Faculty, Belhaven College. **Training Programs:** Bank Administration Institute School of Banking-Audit Major, University of Wisconsin; Cannon Trust School, University of North Carolina at Charlotte; Institute of Internal Auditors auditing seminars.

Stark, Katherine, CPA, Senior Analyst

B.B.A., Business Administration (Cum Laude), Millsaps College; M.B.A., Millsaps College. **Date of Employment with PEER:** September 1990. **Formerly:** Senior Loan Review Officer, First Tennessee Bank, N. A., Memphis, Tennessee. **Other Employment:** Loan Review Analyst/ Credit Analyst, Hibernia National Bank, New Orleans, Louisiana; Graduate Assistant, Millsaps College. **Memberships:** American Institute of Certified Public Accountants; Mississippi Society of Certified Public Accountants; Institute of Internal Auditors; Toastmasters International. **Training Programs:** AICPA National Governmental Accounting and Auditing Update Conference; Graduate School of U. S. Department of Agriculture, Evaluating and Reporting on Internal Control Systems; MSCPA Accounting and Auditing Conference; MSCPA Governmental Accounting and Auditing Conference; Institute of Internal Auditors auditing seminars; AICPA Accounting for Governmental Units Under GASB.

Sullivan, Kathleen M., Methodologist

B. S., Mathematics, Marquette University; M.A., Educational Studies (Research and Evaluation), Emory University; Ph.D. (University Fellowship), Higher Education and Student Personnel, University of Mississippi. **Date of Employment with PEER:** October 1984. **Formerly:** Director of Manpower and Training, Mississippi Department of Mental Health, Jackson, Mississippi. **Other Employment:** Director, Paraprofessional Training Program, Mississippi Valley State University; Research Associate, Georgia Department of Education, Atlanta, Georgia. **Memberships:** American Educational Research Association; American Evaluation Association; Phi Kappa Phi. **Publications:** *Mississippi: The Land, the People* (co-author with James V. Sullivan), 1994.

Sutton, Bonita H., Library Clerk

B.A., English, Candidate, Jackson State University. **Date of Employment with PEER:** February 1994. **Formerly:** Library Assistant/Interlibrary Loan Coordinator, Information Services Library, Jackson State University-Universities Center. **Other Employment:**

Grants Administrator, "Field to Factory Exhibit," Margaret Walker Alexander Research Center, Jackson State University; Student Assistant, Department of Health, Physical Education and Recreation, Jackson State University. **Memberships:** Mississippi Library Association; Black Caucus Roundtable, Vice-President/Chair Elect Special Libraries Section, GODORT (Government Documents Roundtable). **Training:** OCLC Prism Training for Interlibrary Loan; Resources in Reference; SIS (Student Information System), Jackson State University; Introduction to dBase; Lotus 1-2-3; WordPerfect 5.1; MS-DOS 5.0.

Sutton, Pamela D., *Project Assistant*

B.S., Paralegal Studies, Mississippi University for Women; M.S., Criminology, Candidate, Jackson State University. **Date of Employment with PEER:** December 1994. **Formerly:** Research Assistant, Legislative Reference Bureau, Jackson. **Other Employment:** Intern, North Mississippi Rural Legal Services, West Point; Admission Clerk, Oktibbeha County Hospital, Starkville; Auto Endorser, Allstate Insurance, Irving, Texas. **Memberships:** Mississippi Legal Assistants Association.

Triplett, Linda D., *Principal Analyst*

B.A., Urban Affairs, Concentration in Political Science, Virginia Polytechnic Institute and State University; M.P.A., Public Administration, State and Local Public Finance, Maxwell School, Syracuse University. **Special Honors:** Project Manager, An Analysis of Investment Performance, Policies and Procedures of Mississippi's Public Employees' Retirement System, winner 1984 Most Distinguished Research Award, Governmental Research Association. **Date of Employment with PEER:** March 1979. **Formerly:** Staff Analyst, Morris and McDaniel Management Consultants, Inc. **Other Employment:** Municipal Bond Analyst, Oppenheimer and Company, New York, New York. **Memberships:** American Society for Public Administration, 1981-1983 Council Member and 1985 Membership Chairperson; Phi Kappa Phi; Phi Beta Kappa. **Training Programs:** CDPA Institute—Data Processing Fundamentals; Institute of Internal Auditors Audit Management Seminar, Jackson, Mississippi; Managing Public Resources, Peat Marwick International.

Welborn, Ava L., *Publications Coordinator*

B.A. (Magna Cum Laude), English, University of Southern Mississippi; M.S., English, University of Southern Mississippi. **Date of Employment with PEER:** March 1984. **Formerly:** Library Assistant, Pearl Public Library. **Other Employment:** Teacher, Brandon Academy, Brandon, Mississippi; Public Relations Specialist, Mississippi Museum of Art, Jackson, Mississippi; Editorial Assistant, *Southern Quarterly*, University of Southern Mississippi. **Training Programs:** CDPA Institute—Data Processing Fundamentals; DIALOG System Seminar; DIALOG II Update; DIALOG Search Strategy Seminar; ISI Online Workshop; MacAcademy; State Personnel Board professional development courses.

Whiting, H. L. (Larry), *Principal Analyst*

B.A., History and Political Science, Birmingham-Southern College; M.S., Logistics Management, United States Air Force (USAF) Institute of Technology (Ohio State University); National Security Management, United States Industrial College of The Armed Forces; Professional Military Education, USAF Air Command and Staff College (Distinguished Graduate); Professional Military Education, USAF Squadron Officers School. **Special Honors:** USAF Senior Services Manager of the Year (1981); USAF Air Training Command Senior Services Manager of the Year (1980 and 1981); Military Awards (Bronze Star Medal, three USAF Meritorious Service Medals, USAF Commendation Medal, USAF Humanitarian Medal, Spirit of Keesler Award); President, Mississippi Youth Soccer Association (1987-1991). **Date of Employment with PEER:** July 1988. **Formerly:** Veterans Education and Training Coordinator, Gulf Coast Business Services Corporation, Gulfport, Mississippi. **Other Employment:** Administrative Assistant to Vice-President for Financial Affairs, Spring Hill College, Mobile, Alabama; Services Officer (Retired Lieutenant Colonel), United States Air Force, Continental United States, Hawaii, Turkey, Vietnam; Teacher, Ensley High School, Birmingham, Alabama. **Memberships:** Alpha Kappa Psi (Professional); USAF Services Officer Society. **Training:** Instructor's Methods and Techniques, USAF Academic Instructor's Course (Distinguished Graduate); Supply System Management Policies and Procedures, USAF Supply Officer's School (Distinguished Graduate); History, Policies, Procedures and Techniques of Labor/Management Contract Negotiations, USAF Contract Negotiators Course.

Interns:

Odharnaith P. Coyne from Sligo, Ireland--attended mercy College, Sligo, Ireland
LaSeine T. Hunter from Jackson, Mississippi--attends Jackson State University
Clarence Jones from Jackson, Mississippi--graduate of Tougaloo College
Myrtle Arbuthnot-Jones from Jackson, Mississippi--attends Tougaloo College

Appendix B
PEER Sunset Reviews

The following staff reports are "sunset" program evaluations performed under the Mississippi Agency Review Act of 1978. Copies are available upon request.

1. *Limited Program Evaluation of the Mississippi State Board of Veterinary Examiners* (August 1979, 12 pages)
2. *Limited Program Evaluation of the Council of Advisors in Speech Pathology and Audiology* (August 1979, 6 pages)
3. *Limited Program Evaluation of the State Board of Registration for Sanitarians* (August 1979, 6 pages)
4. *Limited Program Evaluation of the Board of Psychological Examiners* (August 1979, 7 pages)
5. *Limited Program Evaluation of the Board of Physical Therapy* (August 1979, 6 pages)
6. *Limited Program Evaluation of the Mississippi Council on Children* (August 1979, 17 pages)
7. *Limited Program Evaluation of the Governor's Committee on Employment of the Handicapped* (August 1979, 35 pages)
8. *Limited Program Evaluation of the Governor's Office of Job Development and Training* (August 1979, 47 pages)
9. *Limited Program Evaluation of the State Board of Public Contractors* (September 1979, 13 pages)
10. *Limited Program Evaluation of the Mississippi Real Estate Commission* (September 1979, 10 pages)
11. *Limited Program Evaluation of the Governor's Bond Advisory Division and Advisory Committee* (October 1979, 14 pages)
12. *Limited Program Evaluation of the Polygraph Examiners Board* (October 1979, 13 pages)
13. *Limited Program Evaluation of the Coordinator of Federal-State-Local Programs* (October 1979, 13 pages)
14. *Limited Program Evaluation of the Mississippi Statewide Health Coordinating Council* (October 1980, 21 pages)
15. *Limited Program Evaluation of the Savings Association Board* (October 1981, 19 pages)
16. *Limited Program Evaluation of the Workmen's Compensation Commission* (October 1981, 22 pages)
17. *Limited Program Evaluation of the Mississippi Water Resources Council* (October 1981, 9 pages)
18. *Limited Program Evaluation of the Advisory Committee on Voluntary Family Planning* (October 1981, 5 pages)
19. *Limited Program Evaluation of the State Board of Registration for Sanitarians* (October 1981, 19 pages)
20. *Limited Program Evaluation of the Mississippi Public Service Commission* (October 1981, 43 pages)
21. *Limited Program Evaluation of the State Oil and Gas Board* (October 1981, 48 pages)
22. *Limited Program Evaluation of the Mississippi Department of Banking and Consumer Finance* (October 1981, 29 pages)
23. *Limited Program Evaluation of the Mississippi Department of Insurance and the Commissioner of Insurance* (October 1981, 29 pages)
24. *Limited Program Evaluation of the Mississippi Insurance Commission* (October 1981, 33 pages)
25. *Limited Program Evaluation of the Mississippi State Board of Health* (October 1981, 39 pages)
26. *Limited Program Evaluation of the Mississippi Ethics Commission* (January 1982, 60 pages)
27. *Limited Program Evaluation of the State Board of Agricultural Aviation* (September 1982, 10 pages)
28. *Limited Program Evaluation of the Mississippi State Board of Public Accountancy* (October 1982, 13 pages)
29. *Limited Program Evaluation of the State Board of Architecture* (October 1982, 10 pages)
30. *Limited Program Evaluation of the Advisory Committee to the State Board of Architecture* (October 1982, 9 pages)
31. *Limited Program Evaluation of the Mississippi Athletic Commission* (October 1982, 9 pages)
32. *Limited Program Evaluation of the Board of Bar Admissions* (October 1982, 11 pages)
33. *Limited Program Evaluation of the State Board of Bar Commissioners* (October 1982, 27 pages)
34. *Limited Program Evaluation of the Board of Barber Examiners* (October 1982, 16 pages)

35. *Limited Program Evaluation of the State Board of Chiropractic Examiners* (October 1982, 11 pages)
36. *Limited Program Evaluation of the State Board of Cosmetology* (October 1982, 15 pages)
37. *Limited Program Evaluation of the Mississippi State Board of Dental Examiners* (October 1982, 12 pages)
38. *Limited Program Evaluation of the State Board of Embalming* (October 1982, 12 pages)
39. *Limited Program Evaluation of the State Board of Registration for Professional Engineers and Land Surveyors* (October 1982, 16 pages)
40. *Limited Program Evaluation of the Board of Registration for Foresters* (October 1982, 9 pages)
41. *Limited Program Evaluation of the Mississippi Council of Advisors of Hearing Aid Dealers and/or Dispensers* (October 1982, 8 pages)
42. *Limited Program Evaluation of the Mississippi Motor Vehicle Commission* (October 1982, 11 pages)
43. *Limited Program Evaluation of the Board of Nursing* (October 1982, 11 pages)
44. *Limited Program Evaluation of the State Board of Nursing Home Administrators* (October 1982, 7 pages)
45. *Limited Program Evaluation of the State Board of Optometry* (October 1982, 7 pages)
46. *Limited Program Evaluation of the State Board of Pharmacy* (October 1982, 10 pages)
47. *Limited Program Evaluation of the Textbook Procurement Commission* (December 1982, 28 pages)

Appendix C

PEER Enabling Legislation: MISS. CODE ANN. Section 5-3-51 through 5-3-71 (1972)

JOINT LEGISLATIVE COMMITTEE ON PERFORMANCE EVALUATION AND EXPENDITURE REVIEW

SEC.

- 5-3-51. Creation of committee; general purpose.
- 5-3-53. Definitions.
- 5-3-55. Membership and organization of committee.
- 5-3-57. Powers of committee.
- 5-3-59. Subpoena and examination of witnesses.
- 5-3-61. Issuance of performance evaluation and expenditure review reports.
- 5-3-63. Recording testimony under oath.
- 5-3-65. Legal assistance; other employees.
- 5-3-67. Compensation and expenses.
- 5-3-69. Quorum; meetings.
- 5-3-71. Committee to evaluate executive branch of state government; reports.

§ 5-3-51. Creation of committee; general purpose.

A committee of the senate and house of representatives to be known as a joint legislative committee on performance evaluation and expenditure review, (hereinafter committee), is hereby created for the purpose of conducting performance evaluations, investigations and examinations of expenditures and all records, relating thereto, of any agency at any time as the committee deems necessary. Provided further the committee shall perform a complete audit of all funds expended by the highway department. The committee shall submit its findings, conclusions and reports to the Mississippi legislature no later than the first day of the second full week of each regular session of the legislature.

SOURCES: Laws, 1973, ch. 331, § 1, eff from and after passage (approved March 19, 1973).

Cross references—

Constitutional provision authorizing legislative investigations, see Miss Const § 60.

Research and Practice References—

72 Am Jur 2d, States, Territories, and Dependencies §§ 35 et seq.
81A CJS, States § 55.

§ 5-3-53. Definitions.

For purposes of sections 5-3-51 to 5-3-69, the following words and phrases have the following meanings unless the context otherwise requires:

- (a) "Performance evaluation" shall mean an examination of the effectiveness of the administration, its sufficiency and its adequacy in terms of the programs of the agency authorized by law to be performed. Such examinations shall include, but not be limited to:
 - (1) How effectively the programs are administered.
 - (2) Benefits of each program in relation to the expenditures.
 - (3) Goals of programs.
 - (4) Development of indicators by which the success or failure of a program may be gauged.
 - (5) Review conformity of programs with legislative intent.
 - (6) Assist interim committee dealing with specific programs.
 - (7) Impact of federal grant-in-aid programs on agency programs.
- (b) "Agency" shall mean an agency, department, bureau, division, authority, commission, office or institution, educational or otherwise, of the State of Mississippi, or any political subdivision thereof

which shall include all county governments and agencies thereof, all city governments and agencies thereof, and all public school districts and agencies thereof.

- (c) "Expenditure review" shall mean an examination made at some point after the completion of a transaction or group of transactions.

SOURCES: Laws, 1973, ch. 331, § 2, eff from and after passage (approved March 19, 1973).

§ 5-3-55. Membership and organization of committee.

The committee shall be composed of five (5) members from the senate and five (5) members from the house of representatives, one (1) from each of the congressional districts of the State of Mississippi, to be appointed by the lieutenant governor and the speaker of the house of representatives for a term concurrent with their term in their respective house. For the remainder of the present term, the lieutenant governor and speaker shall make their respective appointments within fifteen (15) days after sine die adjournment of the 1973 Regular Session; and for each full four (4) year term thereafter, the lieutenant governor and speaker shall make their appointments within fifteen (15) days after the first calendar day of the regular session in the first year of such four (4) year term. No member of the committee shall serve as a member of the commission of budget and accounting, the state building commission, the Mississippi Classification Commission or any other state governmental board or commission. The term of each member shall be concurrent with his term of office.

The committee shall meet no later than ten (10) days after the final day of the 1973 Legislature for the purpose of organizing by electing from the membership a chairman, vice-chairman and secretary.

SOURCES: Laws, 1973, ch. 331, § 3, eff from and after passage (approved March 19, 1973).

Editor's Note—

Section 31-11-1 provides that wherever the term "state building commission" or "building commission" appears in the laws of the state of Mississippi, it shall be construed to mean the governor's office of general services. Section 7-1-451, however, provides that wherever the term "Office of General Services" appears in any law the same shall mean the Department of Finance and Administration.

§ 5-3-57. Powers of committee.

The committee shall have the following powers:

- (a) To conduct, in any manner and at any time deemed appropriate, a performance evaluation of all agencies. It may examine or investigate the budget, files, financial statements, records, documents or other papers of the agency deemed necessary by the committee.
- (b) To conduct, in any manner and at any time deemed appropriate, a review of the budget, files, financial statements, records, documents or other papers, as deemed necessary by the committee, of any agency; to make selected review of any funds expended and programs previously projected by such agency; to investigate any and all salaries, fees, obligations, loans, contracts, or other agreements or other fiscal function or activity of any official or employee

thereof (including independent contractors where necessary); and to do any and all things necessary and incidental to the purposes specifically set forth in this section.

- (c) To conduct an investigation of all agencies which are in whole or in part operated or supported by any appropriation or grant of state funds, or which are in whole or in part supported or operated by any funds derived from any state-wide tax, license fee, or permit fee or which collects or administers any state-wide tax, license fee, or permit fee by whatever name called; such committee shall also have full and complete authority to investigate all laws administered and enforced by any such offices, departments, agencies, institutions and instrumentalities, and the manner and method of the administration and enforcement of such laws; to investigate any evasion of any state-wide tax, privilege fee or license fee; to investigate all disbursements of public funds by any office, agency, department, institution or instrumentality specified herein; to study the present laws relative to such agencies, offices, departments, institutions and instrumentalities, and the laws providing for the levying or imposition and collection of any state tax, privilege fee or license fee; to make recommendations to the legislature as to the correction of any imperfections, inequalities or injustices found to exist in any of such laws, and to do any and all things necessary and incidental to the purposes herein specifically set forth. Provided further that the committee shall upon petition by one-half the elected membership of either the Senate or House of Representatives perform a complete investigation and audit of any agency, entity or group subject to investigation or audit by passage of sections 5-3-51 to 5-3-69.
- (d) The committee, in its discretion, if it determines that such action is necessary to carry out the responsibilities of sections 5-3-51 to 5-3-69, may employ an attorney or attorneys to file or assist the attorney general's office in filing actions for the recovery of any funds discovered to have been misused or misappropriated and to prosecute or assist in prosecution of criminal violations, if any, revealed or discovered in the discharging of their duties and responsibilities.

SOURCES: Laws, 1973, ch. 331, § 4, eff from and after passage (approved March 19, 1973).

§ 5-3-59. Subpoena and examination of witnesses.

The committee, while in the discharge of official duties, shall have the following additional powers:

- (a) To subpoena and examine witnesses; to require the appearance of any person and the production of any paper or document; to order the appearance of any person for the purpose of producing any paper or document; and to issue all process necessary to compel such appearance or production. When such process has been

served, the committee may compel obedience thereto by the attachment of the person, papers or records subpoenaed; and if any person shall wilfully refuse to appear before such committee or to produce any paper or record in obedience to any process issued by the committee and served on that person, he shall be guilty of contempt of the legislature and shall be prosecuted and punished as provided by law.

- (b) To administer oaths to witnesses appearing before the committee when, by a majority vote, the committee deems the administration of an oath necessary and advisable as provided by law.
- (c) To determine that a witness has perjured himself by testifying falsely before the committee, and to institute penal proceedings as provided by law.

SOURCES: Laws, 1973, ch. 331, § 5, eff from and after passage (approved March 19, 1973).

Cross references—

Wilful and corrupt swearing, see § 97-9-59.

Witness testifying in trial of crimes against legislative power, see § 99-17-31.

Annotations—

Testimony of witness as basis of civil action for damages. 54 ALR2d 1298.

§ 5-3-61. Issuance of performance evaluation and expenditure review reports.

The committee shall issue performance evaluation reports and expenditure review reports, favorable or unfavorable, of any agency examined, and such reports shall be a public record. A copy of the report, signed by the chairman of the committee, including committee recommendations, shall be submitted to the governor, to each member of the legislature, and to the official, officer, or person in charge of the agency examined.

SOURCES: Laws, 1973, ch. 331, § 6, eff from and after passage (approved March 19, 1973).

§ 5-3-63. Recording testimony under oath.

Whenever making a performance evaluation or an expenditure review, the committee may require that testimony be given under oath, which may be administered by the chairman or by any person authorized by law to administer oaths, and may require that such testimony be recorded by an official court reporter or deputy, or by some other competent person, under oath, which report, when written and certified and approved by such person as being the direct transcript of the testimony, proceedings, or documents, expenditure review or performance evaluation, shall be prima facie a correct statement of said testimony, proceedings or documents, provided that such person's signature to such certificate be duly acknowledged by him before a notary public or some judicial official of this state.

SOURCES: Laws, 1973, ch. 331, § 7, eff from and after passage (approved March 19, 1973).

§ 5-3-65. Legal assistance; other employees.

The attorney general, or a designated assistant attorney general, ap-

pointed by him, the state auditor and the director of the state department of audit shall assist the committee in whatever manner the committee deems that such officers can be helpful. Furthermore, the committee is authorized to employ one full time secretary, other stenographic help, technical experts, auditors, investigators and other employees which may be necessary to enable it to carry out the provisions therein. The committee is authorized at its discretion to fix reasonable compensation for its employees including necessary travel expenses; and it shall maintain and provide a full, complete and itemized record of all such expenditures.

SOURCES: Laws, 1973, ch. 331, § 8, eff from and after passage (approved March 19, 1973).

Editor's Note—

Section 7-7-2, as added by Laws, 1984, chapter 488, § 90, and amended by Laws, 1985, chapter 455, § 14, Laws 1986, chapter 499, § 1, provided, at subsection (2) therein, that the words "state auditor of public accounts," "state auditor", and "auditor" appearing in the laws of the state in connection with the performance of auditor's functions transferred to the state fiscal management board, shall be the state fiscal management board, and, more particularly, such words or terms shall mean the state fiscal management board whenever they appear. Thereafter, Laws, 1989, chapter 532, § 2, amended § 7-7-2 to provide that the words "State Auditor of Public Accounts," "State Auditor" and "Auditor" appearing in the laws of this state in connection with the performance of Auditor's functions shall mean the State Fiscal Officer, and, more particularly, such words or terms shall mean the State Fiscal Officer whenever they appear. Subsequently, Laws, 1989, ch. 544, § 17, effective July 1, 1989, and codified as § 27-104-6, provides that wherever the term "State Fiscal Officer" appears in any law it shall mean "Executive Director of the Department of Finance and Administration".

§ 5-3-67. Compensation and expenses.

Members of the committee shall serve without compensation, provided that they shall be entitled to per diem compensation as is authorized by Section 25-3-69 for each day occupied with the discharge of official duties as members of the committee plus the expense allowance equal to the maximum daily expense rate allowable to employees of the federal government for travel in the high rate geographical area of Jackson, Mississippi, as may be established by federal regulations, per day, including mileage as authorized by Section 25-3-41. However, no committee member shall be authorized to receive reimbursement for expenses, including mileage, or per diem compensation unless such authorization appears in the minutes of the committee and is signed by the chairman or vice-chairman. The members of the committee shall not receive per diem or expenses while the Legislature is in session. All expenses incurred by and on behalf of the committee shall be paid from a sum to be provided in equal portion from the contingency funds of the Senate and House of Representatives.

The committee staff and employees or contract organizations employed by the committee may continue at the discretion of the committee any investigations, audits or performance evaluation during the time the Legislature is in session.

SOURCES: Laws, 1973, ch. 331, § 9; 1980, ch. 560, § 3; 1988, ch. 314, § 1, eff from and after passage (approved April 6, 1988).

Cross references—

For provision authorizing uniform per diem compensation for officers and employees of state boards, commissions and agencies, see § 25-3-69.

§ 5-3-69. Quorum; meetings.

There shall be no business transacted, including adoption of rules or procedure, without the presence of a quorum of the committee, which shall be six (6) members to consist of three (3) members from the senate and three (3) members from the house of representatives, and no action shall be valid unless approved by the majority of those members present and voting, and entered upon the minutes of the committee and signed by the chairman and vice-chairman. All actions of the committee shall be approved by at least three (3) senate members and three (3) house members.

The committee shall meet at the time and place as designated by the majority vote of the members, provided that a special meeting may be called by the chairman or by a petition signed by no less than four (4) members. No action taken by the committee at any special meeting shall be valid unless each member shall have been given at least forty-eight (48) hours notice of the meeting, along with a statement of the business to be considered, and unless such action be entered upon the minutes of the committee and signed by the chairman.

SOURCES: Laws, 1973, ch. 331, § 10, eff from and after passage (approved March 19, 1973).

§ 5-3-71. Committee to evaluate executive branch of state government; reports.

(1) The Joint Legislative Committee on Performance Evaluation and Expenditure Review (PEER) shall evaluate the economy, efficiency and effectiveness of the executive branch of state government as it is affected by the implementation of "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]".

(2) On October 1, 1989, the Fiscal Management Board or its successor shall report to PEER the following information:

- (a) A listing of all agencies in the executive branch of state government before and after the reorganization, regardless of whether they are affected by "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]";
- (b) A description of the number, organizational location, and cost savings associated with employment positions eliminated as a direct result of the passage of "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]";
- (c) A complete accounting of all projected or actual costs or savings associated with reorganization, including transition costs;
- (d) Performance measures that can be used to determine the effectiveness of each program affected by the reorganization prior to and following the implementation of "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]", which may be the same as performance measures developed for purposes of preparing program budgets; and
- (e) Administrative changes or other provisions that have been made to

improve the delivery of services. Upon receipt of this report, the PEER Committee shall conduct a hearing or hearings to assist it in evaluating the initial impact of the implementation of "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]".

(3) On February 1, 1990, PEER shall report to the Legislature on the initial impact of the reorganization provided for in "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]".

(4) On October 1, 1990, the Fiscal Management Board or its successor shall report to PEER any changes in the information presented in the report required in Subsection (2) of this section. Upon receipt of this report, the PEER Committee shall conduct a hearing or hearings to assist it in evaluating the final impact of the implementation of "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]".

(5) On February 1, 1991, PEER shall report to the Legislature the final evaluation of the economy, efficiency and effectiveness of the executive branch of state government as it is affected by the implementation of "the Mississippi Executive Reorganization Act of 1989 [Laws, 1989, Chapter 544]".

SOURCES: Laws, 1989, ch. 544, § 167, eff from and after July 1, 1989.

Editor's Note—

Section 27-104-1 provides that the term "Fiscal Management Board" shall mean the "Department of Finance and Administration".

INDEX OF PEER REPORTS BY SUBJECT

State agencies and departments are listed by key word.

Example: State Board of Health is listed as Health, Board of

In most cases, Mississippi has been omitted before the names of agencies and departments.

Example: Mississippi Health Care Commission is listed as Health Care Commission

-A-

Ad Valorem Tax, #135 p. 41; #215 p. 26
 Addie McBryde Rehabilitation Center for the
 Blind, #148 p. 39
 Aging, Council on, #219 p. 25
 Agriculture and Commerce, Department of, #64
 p. 58; #305 p. 5
 Agricultural extension service, #176 p. 33
 Agricultural land taxation, #255 p. 17
 Air and Water Pollution Control Commission,
 #35 p. 65
 Aircraft repair costs, #262 p. 15
 Alcoholic Beverage Control Division. See Tax
 Commission.
 Aquaculture and poultry science research, #244
 p. 19
 Architectural contracts, #303 p. 5
 Archives and History, Department of, #38 p. 64;
 #281 p. 11
 Arts Commission, #164 p. 35
 Assistant Reading Instructor program, #319 p. 1
 Athletic ticket distribution, #127 p. 43
 Attorney General, #177 p. 33; #257 p. 16
 Attorney survey, #257 p. 16
 Audit Department, #144 p. 39; #198 p. 29; #207
 p. 27; #218 p. 25
 Auditor, State, #241 p. 20; #249 p. 18
 Average daily pupil attendance, #241 p. 20
 Audits, Governmental, #207 p. 27; #218 p. 25

-B-

Baptist Memorial Hospital-North, #266 p. 14
 Barber Board, #106 p. 47
 Benton County Early Childhood Education
 Center, #102 p. 48
 Biloxi, City of, #228 p. 23
 Blake Clinic, #176 p. 33
 Bond issuance expenses (local), #245 p. 19
 Bridges, #8 p. 72; #55 p. 60
 Budgetary units of the state, #85 p. 52; #92 p. 50;
 #107 p. 47; #120 p. 44
 Budgeting system, #289 p. 9
 Building, Bureau of, #303 p. 5
 Building Commission, #43 p. 63
 Business Logo Sign Program, #318 p. 1

-C-

Canteen operation, #114 p. 45
 Cash management procedures, #60 p. 59; #68 p.
 57
 Central Data Processing Authority, #74 p. 56;
 #177 p. 33; #223 p. 24; #246 p. 19
 Change orders, #10 p. 71
 Charity hospitals, #184 p. 31; #237 p. 21; #249 p.
 18
 Chickasawhay Natural Gas District, #201 p. 28
 Children's Rehabilitation Center, #175 p. 33
 Coahoma Junior College, #204 p. 27
 Comprehensive Employment Training Act, #82 p.
 53; #108 p. 47; #132 p. 42
 Compulsory automobile liability insurance, #302
 p. 5
 Conflict of interest, #311 p. 3
 Consultants, #165 p. 35; #166 p. 35, #301 p. 6;
 #311 p. 3; #320 p. 1
 Contracts, #7 p. 72; #39 p. 64; #55 p. 60; #86 p.
 52; #93 p. 50; #109 p. 47; #237 p. 21; #251 p. 18;
 #284 p. 10; #301 p. 6; #303 p. 5; #306 p. 4; #313
 p. 3; #318 p. 1
 Cooperative Extension Service, #176 p. 33
 Corrections, Department of, #309 p. 3; #315 p. 2;
 #314 p. 2. (See also Penitentiary)
 Corridor Program, #51 p. 61
 Cost-benefit information, #28 p. 67; #70 p. 57;
 #73 p. 56
 Council on Aging, #93 p. 50; #173 p. 34
 County expenditures, #31 p. 66; #81 p. 54
 County purchasing, #167 p. 35
 County vendor licensing, #84 p. 53

-D-

Deaf education, #32 p. 66; #71 p. 56; #125 p. 43
 Deaf, School for the, #32 p. 66; #71 p. 56; #125 p.
 43
 Dealer license tags, #12 p. 71
 Deferred compensation, #75 p. 55
 Deficit spending, #260 p. 16; #269 p. 13
 Dental School. See University of Mississippi,
 School of Dentistry.
 Depository Commission, #4 p. 73
 Design standards, #77 p. 55

District attorneys, #214 p. 26
Driver's license reinstatement fees, #199 p. 29
Drug Education Program, #50 p. 61

-E-

East Mississippi Junior College, #185 p. 31
Economic development, #178 p. 32; #189 p. 30; #238 p. 20; #264 p. 15
Economic and Community Development, Department of, #265 p. 14
Economic Development, Department of, #158 p. 37; #174 p. 33; #189 p. 30; #238 p. 20
Tourism, Division of, #187 p. 31
Economy and efficiency measures, #110 p. 46
Education
Assistant Reading Instructor Program, #319 p. 1
Deaf, #32 p. 66; #71 p. 56; #125 p. 43
Drug, #50 p. 61
Funding, #215 p. 26
General, #15 p. 70; #17 p. 70; #20 p. 69; #23 p. 68; #26 p. 67; #27 p. 67; #28 p. 67; #63 p. 58; #76 p. 55; #88 p. 51; #276 p. 12; #299 p. 6
School Attendance Officer program, #316 p. 2
Vocational-technical, #65 p. 58; #124 p. 43; #141 p. 40
Education, Department of, #15 p. 70; #20 p. 69; #28 p. 67; #65 p. 58; #124 p. 43; #141 p. 40; #215 p. 26; #276 p. 12; #319 p. 1; #316 p. 2
Junior College Division, #23 p. 68; #88 p. 51; #98 p. 49
Educational television, #293 p. 8; #300 p. 6
Eight-hour work day, #3 p. 73
Election Commissioners, Board of, #288 p. 9
Electric Power Associations, #133 p. 42; #194 p. 29
Electronic data processing, #74 p. 56; #223 p. 24
Eleemosynary Board, #184 p. 31
Emergency Management Agency, #171 p. 34
Employees
Public school, #25 p. 68; #63 p. 58; #66 p. 58
State, #47 p. 62; #56 p. 60; #75 p. 55; #270 p. 13
Employment Security Commission, #82 p. 53; #139 p. 41; #225 p. 23; #248 p. 18; #256 p. 16
Employment testing procedures, #225 p. 23; #256 p. 16
Energy and Transportation, Division of, #265 p. 14
Engineering contracts, #284 p. 10; #303 p. 5
Ethics Commission, #98 p. 49
Excess cash, #2 p. 73; #4 p. 73
Expenditure reviews, #20 p. 69; #23 p. 68; #67 p. 57; #69 p. 57; #300 p. 6
Exports, #238 p. 20

-F-

Fair Commission, #150 p. 38
Farm and Home Board, #18 p. 69; #105 p. 47
Federal aid funds, #97 p. 49
Financial management system, #149 p. 39
Fire Academy, #59 p. 59; #138 p. 41
Fiscal audits, #13 p. 71; #29 p. 66
Finance and Administration, Department of, #242 p. 20; #249 p. 18; #260 p. 16; #269 p. 13; #270 p. 13; #289 p. 9; #303 p. 5
Financial statements and fiscal controls, #289 p. 9
Fiscal Management Board, #195 p. 29; #209 p. 27
Food service contracts, #306 p. 4
Food Stamp Program, #49 p. 62
Foreign trade, #238 p. 20
Forestry Commission, #34 p. 65
Forfeited assets, #272 p. 13
Forrest County, #272 p. 13
Four-lane highway program, #304 p. 5
Friends of Mississippi Parks, #200 p. 28
Fuelman, #298 p. 6

-G-

Game and Fish Commission, #42 p. 63
Game laws, #186 p. 31
Garbage trucks, #217 p. 25
Gautier Utility District, #210 p. 26
Geological, Economic, and Topographical Survey, #36 p. 65
General Services, Office of, #167 p. 35; #222 p. 24; #237 p. 21; #239 p. 20; #254 p. 17; #281 p. 11
Golden Triangle Regional Medical Center, #137 p. 41; #287 p. 9
Golden Triangle Vocational-Technical Center, #185 p. 31
Government consolidation, #267 p. 14
Government reorganization, #229 p. 23; #258 p. 16
Governor's Mansion, #281 p. 11
Governor's Office of Job Development and Training, #108 p. 47; #118 p. 45; #132 p. 42
Governor's Private Sector Services, Inc., #82 p. 53
Grand Gulf Plant, #131 p. 42; #165 p. 35

-H-

Hazardous wastes, #98 p. 49
Health Care Commission, #98 p. 49
Health insurance, #270 p. 13
Health insurance utilization review, #242 p. 20
Health, Board of, #7 p. 72; #33 p. 66; #39 p. 64; #175 p. 33; #250 p. 18
Health, Department of, #7 p. 72; #202 p. 28; #225 p. 23; #254 p. 17; #256 p. 16; #268 p. 14; #271 p. 13
Healthmarc, #242 p. 20
Highway Commission, #58 p. 59
Highway Department (see also Transportation, Department of), #6 p. 72; #8 p. 72; #10 p. 71; #13

p. 71; #21 p. 69; #51 p. 61; #55 p. 60; #56 p. 60; #58 p. 59; #72 p. 56; #77 p. 55; #80 p. 54; #87 p. 52; #89 p. 51; #103 p. 48; #119 p. 44; #147 p. 39; #180 p. 32; #233 p. 22
Right-of-Way Division, #21 p. 69; #188 p. 30, #317 p. 1
State Aid Road Division, #80 p. 54; #89 p. 51
Systems and Procedures Division, #103 p. 48
Hinds County, #266 p. 14
Hinds County Youth Court and Detention Center, #240 p. 20
Home Corporation, #311 p. 3
Home health agencies, #271 p. 13
Hospital privatization, #266 p. 14
Hospital purchasing, #232 p. 22
Hospitals, community, #137 p. 41
Hospitals, state, #37 p. 65; #184 p. 31
Housing Finance Corporation, #193 p. 30
Hudspeth Retardation Center, #221 p. 24
Human Resources Development, Inc., #40 p. 64
Human Services, Department of, #240 p. 20; #251 p. 18; #279 p. 11; #282 p. 10

-I-

Income

Per capita, #44 p. 63
Personal, #25 p. 68; #44 p. 63; #47 p. 62; #66 p. 58; #75 p. 55
Independence Coal-Fueled Plant, #131 p. 42
Indicators, state agency, #85 p. 52; #92 p. 50; #107 p. 47; #120 p. 44; #129 p. 42
Indigent health care, #184 p. 31
Institute for Technology Development, #178 p. 32; #264 p. 15
Institutions of Higher Learning, Board of Trustees of, #26 p. 67; #127 p. 43; #130 p. 42; #151 p. 38; #168 p. 35; #179 p. 32; #183 p. 31; #206 p. 27; #252 p. 17; #294 p. 7
Insurance, #99 p. 49; #213 p. 26; #221 p. 24; #222 p. 24; #242 p. 20; #243 p. 19; #283 p. 10; #302 p. 5
Insurance, Department of, #213 p. 26
Interstate 20, #87 p. 52
Inverness Nutrition Center, #173 p. 34
Investment of excess cash, #2 p. 73; #4 p. 73
Investment procedures, #96 p. 49; #143 p. 40

-J-

Jackson, City of, #40 p. 64
Jackson County, #217 p. 25
Jackson State University, #278 p. 12
Junior colleges (and community colleges), #23 p. 68; #88 p. 51; #98 p. 49; #185 p. 31; #204 p. 27; #306 p. 4

-K-

Kemper County bridge, #233 p. 22

-L-

Land Commission, #30 p. 66
Lafayette County, #266 p. 14
Lauderdale County, #267 p. 14
Legal assistants, #214 p. 26
Legislative Audit Committee operations, #24 p. 68
Lieu Land Commission, #116 p. 45
Liquidated damages, #10 p. 71; #72 p. 56
Litton Industrial Facilities, #6 p. 72
Local bond issues, #245 p. 19
Local government funding and services, #267 p. 14
Long-term care, #250 p. 18
Louisiana World Exposition 1984 (Mississippi Pavilion), #158 p. 37
Lowndes County Board of Supervisors, #287 p. 9

-M-

Magnolia State Enterprises, #309 p. 3
Malmaison Wildlife Management Area, #95 p. 50
Mansion Trust, #281 p. 11
Marine Resources Council, #46 p. 62
Marion, Town of, #267 p. 14
Medical Examiner, #203 p. 28
Medical malpractice insurance, #243 p. 19
Medicaid Program, #75 p. 55; #83 p. 53; #153 p. 38
Memorial Stadium Commission, #117 p. 45; #183 p. 31
Mental Health, Department of, #161 p. 36; #220 p. 25; #221 p. 24
Mental retardation centers, #126 p. 43; #221 p. 24
Meridian, City of, #267 p. 14
Methodist Medical Center, #266 p. 14
Milk inspection program, #202 p. 28
Mineral Lease Commission, #41 p. 64
Minimum Foundation Program, #15 p. 70; #63 p. 58; #215 p. 26; #241 p. 20; #247 p. 19; #276 p. 12
Mississippi Home Corporation, #311 p. 3
Mississippi Power and Light Company, #131 p. 42; #165 p. 35
Mississippi River Bridge at Vicksburg, #8 p. 72
Mississippi State University
College of Veterinary Medicine, #168 p. 35
Division of Agriculture, Forestry, and Veterinary Medicine, #244 p. 19
Mississippi Valley State University, #278 p. 12
Motor Vehicle Comptroller, #11 p. 71; #12 p. 71; #57 p. 60; #90 p. 51; #100 p. 48; #101 p. 48
Municipal Electric Utilities, #133 p. 42; #194 p. 29

-N-

Narcotics, Bureau of, #122 p. 44; #224 p. 24; #262 p. 15
Natural Resources, Department of, #98 p. 49; #115 p. 45; #142 p. 40; #152 p. 38; #171 p. 34; #200 p. 28
Natural resources, state, #36 p. 65; #41 p. 64; #42 p. 63; #46 p. 62; #64 p. 58; #112 p. 46
Nonelected boards, #312 p. 3
Northeast Mississippi Planning and Development District, #263 p. 15
Nursing homes, #228 p. 23; #250 p. 18

-O-

Oakley. See Youth Services, Department of.
Office space leasing, #222 p. 24
Oil and Gas Board, #171 p. 34
Oil overcharge program, #265 p. 14

-P-

Parchman. See Penitentiary.
Park Commission, #16 p. 70; #48 p. 62
Parks, Bureau of Recreation and. See Natural Resources, Department of.
Pascagoula River Wildlife Management Area, #112 p. 46
Pearl River Community College, #306 p. 4
Pearl River Valley Water Supply District, #159 p. 37; #172 p. 34; #301 p. 6; #320 p. 1
PEER Committee operations, #24 p. 68; #113 p. 46; #123 p. 44; #134 p. 42; #146 p. 39; #157 p. 37; #170 p. 34; #182 p. 32; #196 p. 29; #211 p. 26; #261 p. 15; #277 p. 12; #292 p. 8; #310 p. 3
Penitentiary, #1 p. 73; #9 p. 72; #22 p. 68; #52 p. 61; #91 p. 51; #114 p. 45; #204 p. 27; #235 p. 21; #260 p. 16; #296 p. 7; #309 p. 3; #314 p. 2; #315 p. 2
Performance evaluations, #15 p. 70; #16 p. 70; #18 p. 69; #20 p. 69; #21 p. 69; #23 p. 68; #29 p. 66; #30 p. 66; #32 p. 66; #33 p. 66; #34 p. 65; #35 p. 65; #36 p. 65; #37 p. 65; #38 p. 64; #41 p. 64; #42 p. 63; #43 p. 63; #45 p. 63; #46 p. 62; #48 p. 62; #54 p. 61; #57 p. 60; #67 p. 57; #74 p. 56; #78 p. 54; #105 p. 47; #106 p. 47; #122 p. 44; #125 p. 43; #128 p. 43; #148 p. 39
Personnel Board, #190 p. 30; #216 p. 25; #225 p. 23; #227 p. 23; #256 p. 16; #313 p. 3
Petroleum products inspection program, #305 p. 5
Pharmacy, Board of, #275 p. 12; #291 p. 8
Planning and development districts, #53 p. 61; #69 p. 57; #219 p. 25; #263 p. 15
Pollution, #35 p. 65; #171 p. 34
Pontotoc County School District, #247 p. 19
Port at Gulfport, #174 p. 33; #231 p. 22
Port Authority, #174 p. 33; #231 p. 22

Portable scale operation, #11 p. 71; #163 p. 36
Printing and publications, #156 p. 37
Prison industries program, #309 p. 3
Private attorneys, #257 p. 16
Privatization, #266 p. 14; #286 p. 9; #318 p. 1; #315 p. 2
Program budgeting, #62 p. 59
Program evaluations, #65 p. 58
Promotional practices, #296 p. 7
Public Employees' Retirement System, #143 p. 40; #177 p. 33; #191 p. 30; #230 p. 22; #253 p. 17; #259 p. 16; #273 p. 13; #297 p. 7
Public land, #30 p. 66; #76 p. 55; #285 p. 10
Public Safety, Department of, #45 p. 63; #199 p. 29; #203 p. 28; #224 p. 24; #236 p. 21; #262 p. 15
Public schools, #17 p. 70; #215 p. 26; #276 p. 12; #299 p. 6
Public Service Commission, #78 p. 54; #98 p. 49; #131 p. 42; #165 p. 35; #205 p. 27
Public utilities, #78 p. 54; #131 p. 42; #133 p. 42; #135 p. 41; #165 p. 35; #201 p. 28; #205 p. 27; #210 p. 26
Public utility property, #135 p. 41
Public Welfare, Department of, #14 p. 70; #86 p. 52; #102 p. 48
Publications, #156 p. 37
Purchasing procedures, #115 p. 45; #147 p. 39; #155 p. 37; #167 p. 35; #217 p. 25; #220 p. 25; #232 p. 22; #298 p. 6

-R-

Racketeer Influenced and Corrupt Organization Act (RICO), #272 p. 13
Rankin County School District, #280 p. 11; #283 p. 10
Real estate consultants, #301 p. 6
Recreation and Parks, Bureau of. See Natural Resources, Department of.
Regional mental health centers, #161 p. 36
Reorganization, #229 p. 23; #258 p. 16
Report summaries, #94 p. 50; #113 p. 46; #123 p. 44; #134 p. 42; #146 p. 39; #157 p. 37; #170 p. 34; #182 p. 32
Research and Development Center, #189 p. 30
Right-of-Way Division. See Highway Department.
Road and bridge expenditures, #31 p. 66; #81 p. 54
Ross Barnett Reservoir, #159 p. 37; #172 p. 34
Route Marker Program, #89 p. 51

-S-

Salvage timber, #112 p. 46
Sample textbooks, sale of, #111 p. 46
School boards, #312 p. 3

School districts' administrative spending, #299 p. 6	Transportation, Department of, #284 p. 10; #304 p. 5; #305 p. 5; #318 p. 1; #317 p. 1
Secretary of State, Office of the, #285 p. 10	Transportation Planning Council, #98 p. 49
Security deficiencies, #314 p. 2	Travel agency contract, #195 p. 29; #209 p. 27
Seized property, #272 p. 13	Travel analysis, #121 p. 44; #136 p. 41; #145 p. 39; #160 p. 36; #169 p. 34; #181 p. 32; #197 p. 29; #212 p. 26; #234 p. 21
Self-insurance groups, #308 p. 4	Travel policies, #311 p. 3
Sixteenth section land, #76 p. 55; #98 p. 49; #280 p. 11	Travel guide, #187 p. 31
Social security, #14 p. 70; #86 p. 52	Treasury, #289 p. 9
Social Services, Office of, #282 p. 10	Truck weight enforcement, #163 p. 36; #226 p. 23
Southern Mississippi Planning and Development District, #69 p. 57; #219 p. 25	
Southwest Mississippi Planning and Development District, #219 p. 25	-U-
Special license tags, #12 p. 71	University cash management, #252 p. 17
Special needs correctional facility, #315 p. 2	University foundations and athletic programs, #294 p. 7
Stadium attendance count, #278 p. 12	University of Mississippi
Staff housing, #220 p. 25	School of Dentistry, #130 p. 42; #151 p. 38
State Aid Road Division. See Highway Department.	Stadium renovations, #206 p. 27
State Hospital, #37 p. 65; #104 p. 48; #220 p. 25	University Medical Center, #175 p. 33
State indicators, #85 p. 52; #92 p. 50; #106 p. 47	
State-owned vehicles, #192 p. 30; #307 p. 4	-V-
State port, #174 p. 33; #231 p. 22	Vehicles, #192 p. 30
State Veterans' Home, #268 p. 14; #290 p. 8	Vendor licensing, #84 p. 53
Statewide Automated Accounting System (SAAS), #289 p. 9	Veterans' Affairs Board, #268 p. 14; #290 p. 8
Stripper well settlements, #265 p. 14	Veterans' Farm and Home Board, #18 p. 69; #105 p. 47
Sunset laws, #61 p. 59	Veterans' Home Purchase Board, #208 p. 27; #274 p. 12
Supplemental agreements, #10 p. 71	Veterinary School, #168 p. 35
Surplus Property Procurement Commission, #54 p. 61	Vocational rehabilitation, #20 p. 69
	Vocational-technical education, #65 p. 58; #124 p. 43; #141 p. 40; #276 p. 12
-T-	
Take-home pay plan, #25 p. 68; #47 p. 62	-W-
Tallahala Creek Lake Project, #73 p. 56	Warehouses, #9 p. 72; #227 p. 23; #254 p. 17
Tax Commission, #255 p. 17	Whitfield. See State Hospital.
Alcoholic Beverage Control Division, #19 p. 69; #29 p. 66; #227 p. 23	Wide area telecommunications service in state government, #79 p. 54
Law Enforcement, Bureau of, #163 p. 36; #226 p. 23	Wildlife Conservation, Department of, #95 p. 50; #98 p. 49; #128 p. 43; #186 p. 31
Tax equity, #267 p. 14	Marine Resources, Bureau of, #162 p. 36
Tax-forfeited lands, #285 p. 10	Wildlife, Fisheries and Parks, Department of, #295 p. 7
Teacher salary schedules, #66 p. 58	WIC (Women, Infants and Children) Nutrition Program, #254 p. 17
Telecommunications equipment, #239 p. 20	Workers' Compensation Commission, #213 p. 26; #308 p. 4
Tennessee-Tombigbee Waterway, #55 p. 60; #70 p. 57	Workers' compensation rates, #213 p. 26
Textbook Purchasing Board, #109 p. 47; #111 p. 46	World's Fair Council, #158 p. 37
Textbook Depository, #5 p. 72	
Three Rivers Planning and Development District, #53 p. 61	-Y-
Timber sales, #320 p. 1	Year-end expenditures, #260 p. 16; #269 p. 13
Time and motion study, #56 p. 60	Youth Court, #240 p. 20
Title XX of the Social Security Act, #86 p. 52	Youth Services, Department of, #67 p. 57; #140 p. 40; #154 p. 38; Office of, #279 p. 11
Tombigbee River Valley Water Management District, #155 p. 37	

For More Information or Clarification, Contact:

PEER Committee
P. O. Box 1204
Jackson, MS 39215-1204
(601) 359-1226