

**Joint Legislative Committee on Performance
Evaluation and Expenditure Review (PEER)**

Report to
the Mississippi Legislature



**Compendium of Recommendations
from the PEER Committee,
2000-2003**

PEER: The Mississippi Legislature's Oversight Agency

The Mississippi Legislature created the Joint Legislative Committee on Performance Evaluation and Expenditure Review (PEER Committee) by statute in 1973. A flowing joint committee, the PEER Committee is composed of five members of the House of Representatives appointed by the Speaker and five members of the Senate appointed by the Lieutenant Governor. Appointments are made for four-year terms with one Senator and one Representative appointed from each of the U. S. Congressional Districts. Committee officers are elected by the membership with officers alternating annually between the two houses. All Committee actions by statute require a majority vote of three Representatives and three Senators voting in the affirmative.

Mississippi's constitution gives the Legislature broad power to conduct examinations and investigations. PEER is authorized by law to review any public entity, including contractors supported in whole or in part by public funds, and to address any issues that may require legislative action. PEER has statutory access to all state and local records and has subpoena power to compel testimony or the production of documents.

PEER provides a variety of services to the Legislature, including program evaluations, economy and efficiency reviews, financial audits, limited scope evaluations, fiscal notes, special investigations, briefings to individual legislators, testimony, and other governmental research and assistance. The Committee identifies inefficiency or ineffectiveness or a failure to accomplish legislative objectives, and makes recommendations for redefinition, redirection, redistribution and/or restructuring of Mississippi government. As directed by and subject to the prior approval of the PEER Committee, the Committee's professional staff executes audit and evaluation projects obtaining information and developing options for consideration by the Committee. The PEER Committee releases reports to the Legislature, Governor, Lieutenant Governor, and the agency examined.

The Committee assigns top priority to written requests from individual legislators and legislative committees. The Committee also considers PEER staff proposals and written requests from state officials and others.

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Max K. Arinder, Ph.D.
Executive Director

February 6, 2004

Honorable Amy Tuck, Lieutenant Governor
Honorable Billy McCoy, Speaker of the House
Honorable Travis Little, Senate President Pro Tem
Honorable J. P. Compretta, House Speaker Pro Tem
Senate Committee Chairs and Vice-Chairs
House of Representatives Committee Chairs and Vice-Chairs

At its September 10, 2003, meeting, the 2000-2003 PEER Committee asked that the staff compile a list of the legislative and administrative recommendations the Committee made during its last four-year term that could lead to improved effectiveness or efficiency in key policy areas. Further, the Committee asked that I distribute the resulting document to legislative leadership and to the chairs of the standing committees of the House and Senate for their use during the 2004 legislative session. This document is the result of that effort.

The first section of the document contains recommendations made to the Legislature by agency or program, the second section contains recommendations made to agencies and public officials by agency or program, and the third section contains a summary of proposed legislation by agency or program. The document presents follow-up information, when available, and concludes with a list of the reports that the Committee released from 2000 through 2003.

The 2000-2003 PEER Committee thanks you for your support during its term of service and hopes that this compendium will assist you as you seek ways to improve Mississippi government.

As always, if you have questions regarding any of the proposed recommendations or need copies of any of the reports mentioned herein, please do not hesitate to call me at (601) 359-1226. PEER Committee reports are also available at our website: <http://www.peer.state.ms.us>.

Sincerely,

A handwritten signature in black ink that reads "Max K. Arinder".

Max K. Arinder

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LEGISLATIVE RECOMMENDATIONS 2000-2003, BY AGENCY OR PROGRAM

LEGISLATIVE RECOMMENDATIONS 2000-2003, BY AGENCY OR PROGRAM

For a summary of specific draft bills PEER proposed from 2000-2003, see page 113.

Agriculture

Report Number	Title	Date of Report	Recommendation
418	A Review of the Agricultural Aviation Board	May 8, 2001	To improve efficiency and effectiveness in the regulation of agricultural aviation, reduce confusion, and improve accountability, the Legislature should consider transferring the duties and responsibilities of the Agricultural Aviation Board back to the Department of Agriculture and Commerce.
			<i>Follow-up: The 2002 Legislature passed legislation that extensively restructured the Agricultural Aviation Board.</i>

Communication

Report Number	Title	Date of Report	Recommendation
424	A Review of the Commercial Mobile Radio Services Board	October 9, 2001	To help assure effective implementation of Federal Communication Commission mandates regarding access of wireless users to Enhanced 911 emergency communications services, the Legislature should amend MISS. CODE ANN. Section 19-5-333 (1) (1972) to change composition of the CMRS Board by allowing for gubernatorial appointment of a six-member board. The board would be composed of two emergency 911 administrators or coordinators, two wireless provider representatives, one user, and one at-large member. The members should be chosen one from each of five Congressional Districts as existing on January 1, 2001, except for the member chosen at-large. All board members should be appointed with the advice and consent of the Senate. The Executive Director of the Mississippi Department of Information Technology Services should serve as an ex officio member with all voting privileges.
			<p>In order to improve board oversight over district expenditures, the Legislature should amend Section 19-5-333, Section 19-5-335, and Section 19-5-307 of MISS. CODE ANN. (1972) to:</p> <ul style="list-style-type: none"> • Authorize the CMRS Board to develop and administer a statewide wireless E911 implementation plan to achieve the goals of FCC mandate 94-102 and subsequent federal orders regarding wireless E911. • Authorize the CMRS Board to procure administrative staff support contractually, as well as the services of consultants and other professionals, to achieve implementation of FCC wireless E911 requirements. Such arrangements could include contracts with the Mississippi Department of Information Technology Services for technical advisory services (e.g., establishing assistance for the cost recovery subcommittee).
			The Legislature should amend MISS. CODE ANN. Section 19-5-307 (1972) to provide that all emergency communications district equipment purchases, including leases or lease-purchases, for implementation or upgrade and enhancement of 911 or E911 services, be made from a products list maintained by the Mississippi Department of Information Technology Services.
			The Legislature should amend state law to expressly allow emergency communications districts the power to enter into multi-district agreements, pursuant to a state emergency communications plan, in order to provide wireless E911 service as economically and efficiently as

			<p>possible to the largest number of subscribers.</p> <p>To assure accurate and timely collection of surcharges, the Legislature should amend MISS. CODE ANN. Section 19-5-333 (1972) to:</p> <ul style="list-style-type: none"> • Require all providers supplying wireless telephone service in Mississippi to register annually and upon termination of services with the CMRS Board. Each provider should provide to the CMRS Board its corporate name, the name in which it is marketing services and products to the public, name of a contact person, physical and mailing addresses, and status of E911 capability in those counties in which it provides services. • Authorize audit of providers to assure that each provider is remitting the one-dollar surcharge per connection per month. The audit should be conducted annually of each CMRS provider, with cost to be borne by the provider. The CMRS Board should have discretion as to whether the audit costs shall be reimbursable as part of recurring costs under the cost recovery mechanism established by the CMRS Board. • Authorize the CMRS Board to charge interest to providers who do not remit the surcharge within thirty days of due date. Interest will accrue from the date remittance is due. The CMRS Board should be authorized to initiate legal action against providers who fail to remit the surcharge as and when due. Providers against whom the CMRS Board takes legal action should be liable for all attorneys' fees in such cases. • Authorize the CMRS Board to reimburse wireless providers for the "reasonable costs" of implementing and upgrading to accommodate wireless E911 service, as outlined by the FCC in 94-102 and subsequent orders, rather than "actual costs," so that the CMRS Board will have the discretion and flexibility to determine what constitutes reasonable costs and so reimburse providers.
			<p><i>Follow-up: The Legislature adopted legislation giving effect to many of the recommendations in the PEER report.</i></p>

Corrections

Report Number	Title	Date of Report	Recommendation
409	Mississippi Department of Corrections: A Study of Incarceration Costs	July 12, 2000	PEER and MDOC should coordinate their cost-finding activities and establish procedures that MDOC can follow to establish and adjust, as needed, the State's comparable cost of services.
			If the Legislature and MDOC choose to provide additional special-needs prisons, they should consider having MDOC build and operate them if the process of cost-finding is not improved to a sufficient level.
419	Cost Analysis of Housing State Inmates in Regional and Private Correctional Facilities	July 10, 2001	The Legislature should amend MISS. CODE ANN. Section 47-5-935 to allow counties to designate a regional facility's warden as Chief Corrections Officer, without additional compensation for performing these duties. The Legislature should amend the section to delete the requirement that sheriffs receive \$15,000 compensation for duties as Chief Corrections Officer.
			The Legislature should amend MISS. CODE ANN. Section 47-5-933 to allow the Department of Corrections (MDOC) to negotiate a uniform per diem for regional correctional facilities based on efficient operation, elimination of excessive costs, and the state's portion of individual debt service costs of each regional facility.
			The Legislative Budget Committee should determine MDOC's intentions regarding any additional funds appropriated to house inmates at the higher levels provided for in Senate Bill 3123.
438	2002 Cost Analysis of Housing Inmates in Regional Correctional Facilities	December 3, 2002	The Legislature should amend MISS. CODE ANN. Section 47-5-935 to allow counties to designate a regional facility's warden as Chief Corrections Officer, without additional compensation for performing these duties. The Legislature should amend the section to delete the requirement that sheriffs receive \$15,600 compensation for duties as Chief Corrections Officer. If the warden is designated as Chief Corrections Officer, the Legislature should amend MISS. CODE ANN. §47-5-937 to allow the warden to hire legal counsel for the regional facility, with the legal counsel contract term not to exceed the term of the sitting board of supervisors.
459	2003 Cost Analysis of Housing Inmates in Regional Correctional Facilities	December 19, 2003	The Legislature should amend MISS. CODE ANN. Section 47-5-935 (1972) to allow counties to designate a regional facility's warden as Chief Corrections Officer, without additional compensation for performing these duties. The Legislature should amend the section to delete the requirement that sheriffs receive \$15,600 compensation for duties as Chief Corrections Officer.

			If the warden is designated as Chief Corrections Officer, the Legislature should amend MISS. CODE ANN. Section 47-5-937 (1972) to allow the warden to hire legal counsel for the regional facility, with the legal counsel contract term not to exceed the term of the sitting board of supervisors.

Education

Report Number	Title	Date of Report	Recommendation
433	A Survey of Mississippi Adequate Education Program Revenues and Selected Expenditures	June 4, 2002	<p>When enacting new programs for a specific purpose, with a designated lifespan (e.g., MAEP interim phase), the Legislature should mandate accounting controls necessary to provide a clear audit trail which may be used to determine whether funds were expended in accordance with program mandates.</p> <p>Further, in establishing any such program, the Legislature should designate a state agency to issue an annual report documenting program costs and accomplishments.</p>
436	A Review of the Mississippi Adequate Education Program Funding Process	December 3, 2002	<p>MDE should develop a voluntary performance review pilot program for school districts that examines broad school district management and operational areas.</p> <p>The four major areas should include administrative, instructional, operation and maintenance of plant, and ancillary support and under each category criteria should denote efficient and effective practices. Each area should have associated criteria to evaluate management and fiscal practices. For example, in the instructional area, MDE might examine district practices such as:</p> <ul style="list-style-type: none"> • District administrators compare student academic assessments to state accountability standards and peer districts. • The district identifies and implements initiatives to address district-wide achievement gaps. • To ensure efficient use of resources, the district regularly compares central office staffing levels, including administrators and resource/curriculum specialists, to peer districts and/or state or national standards, and at a minimum, the district compares favorably using these standards. <p>For the first year of program implementation, the Legislature should appropriate funds for a management consulting firm to conduct three performance reviews. The review process should be monitored by PEER to finalize the scope of the review and provide feedback on the final report. The reviews should begin no earlier than November 1 of the school year and the results should be reported to the House and Senate Education committees and State Board of Education no later than July 1 of the preceding</p>

			<p>year.</p> <p>In designing the efficiency review process, MDE should consider elements of Florida’s Best Financial Management Practices Reviews for schools. Florida law requires that each school district undergo one of these reviews once every five years. During these reviews, the Florida Office of Program Policy Analysis and Government Accountability and the Auditor General examine school district operations to determine whether schools are using the Best Practices to evaluate programs, assess operations and performance to identify cost savings, and link financial planning and budgeting to district policies.</p> <p>Although Florida’s Best Financial Management Practices Reviews represent a strong model for incorporating efficiency reviews at the district level, that state’s process would be difficult to implement in Mississippi because of the number of districts in Mississippi and the amount of resources that would be required.</p>

Gaming

Report Number	Title	Date of Report	Recommendation
420	A Management Review of the Mississippi Gaming Commission	July 10, 2001	The PEER Committee should refer payment of the unauthorized travel expenses to the Office of the State Auditor for collection under the provisions of MISS. CODE ANN. Section 7-7-211 (1972).

Natural Resources and Recreation

Report Number	Title	Date of Report	Recommendation
444	A Review of Mississippi's Public Trust Tidelands Program and Selected Areas of Operation of the Department of Marine Resources	January 6, 2003	Should tidelands management or public access projects that are not included on DMR's comprehensive list be considered for funding during the appropriations process, the Legislature should refer such projects to DMR. The department should evaluate the merits of such projects in accordance with the same evaluation criteria used to compile the list initially submitted to the Legislature and report the results of the evaluation to the Legislature prior to the conclusion of the legislative session. The Legislature should ensure that all projects receiving tidelands funds have been objectively and equally evaluated and are in compliance with statutory provisions for the use of such funds.
			The Appropriations committees of the House and Senate should create a tidelands program within the appropriations bill of the Office of Secretary of State. This would add line items that could be monitored and would increase accountability for funds.
445	A Limited Review of the Mississippi Athletic Commission	May 13, 2003	<p>The MAC should cease licensing and collecting license fees from physicians serving as event officials.</p> <p>The Legislature should amend MISS. CODE ANN. Section 75-75-105 (1972) to empower the MAC to select the physicians necessary to attend each athletic event under its jurisdiction.</p>

Public Health and Welfare

Report Number	Title	Date of Report	Recommendation
408	A Review of the Mississippi State Department of Health	July 11, 2000	The Legislature should consider amending MISS. CODE ANN. § 41-23-1 to provide for several levels of penalties for late reporting and failure to report communicable diseases (e.g., suspension of license, revocation of license, \$100 for the first violation, \$500 for the second violation).
			To address the problem of MSDH not having comprehensive chronic disease data, the Legislature should consider mandating hospitals to report discharge data to MSDH.
			In order to improve the timeliness of vital statistics reporting, the Legislature should consider imposing penalties parallel to those established for the reporting of communicable diseases.
431	A Review of Administrative Expenditures and Selected Administrative Functions of Mississippi's Division of Medicaid	June 24, 2002	The Legislature should require the Division of Medicaid to provide documentation to support the agency's claimed need for funding to support a 22.5% growth rate in FY 2003. In the event that the Division cannot provide documentation detailing the specific external factors driving a 22.5% growth rate, the Legislature should fund program growth in line with the 9.7% projection derived from the Division of Medicaid's own statistical model.
452	A Review of the Board of Chiropractic Examiners	October 7, 2003	As required by MISS. CODE ANN. § 73-6-19 (4) (1972), the Board of Chiropractic Examiners should utilize formal hearings to sanction noncompliant practitioners and document its actions through formal orders in the board's minutes. The Legislature should amend § 73-6-19 to allow for consent decrees and letters of advice in any matter not involving quality of care.
455	A Review of the Board of Cosmetology	November 6, 2003	The Legislature should amend MISS. CODE ANN. Section 73-7-27 (1972) to increase the fines provided for as follows: <ul style="list-style-type: none"> • for the first violation—not less than \$100 nor more than \$200; • for the second and each subsequent violation—not less than \$200 nor more than \$500. The Legislature should also amend MISS. CODE ANN. Section 73-7-29 (1972) to increase delinquent renewal penalties for cosmetologists, manicurists, estheticians, wig specialists, and instructors as follows:

			<ul style="list-style-type: none"> • 60 days to one year--\$50 plus license fee • over 1 year to three years, per year--\$100 plus license fee <p>In the same CODE section, the Legislature should also increase the salon delinquent renewal penalty as follows:</p> <ul style="list-style-type: none"> • 60 days to one year--\$50 plus license fee and remove the delinquent renewal penalty for over one year because the board requires a salon that has let its license expire for over a year to apply for a new license.
			<p>In order to improve the efficiency and effectiveness of regulation of the professions and in order to reduce confusion on the part of the consuming public, the Legislature should consider merging the Board of Barber Examiners and the Board of Cosmetology by creating a new board with five cosmetologist members and five barber members. This board would carry out the regulatory functions of both agencies and regulate all of the professions currently regulated by the two boards. The new board should repeal in three years. While it is in operation, the new board should propose to the Legislature a single regulatory program embracing all functions currently licensed as barbering and cosmetology.</p>
461	A Review of the Department of Health's Onsite Wastewater Disposal System Program and Food Protection Program	December 19, 2003	The Legislature should amend MISS. CODE ANN. Section 41-67-3 (1972) to require that MSDH approve all onsite wastewater disposal systems to any dwelling house, mobile home, or residence prior to the connection of electricity, water, or natural gas.

Public Safety

Report Number	Title	Date of Report	Recommendation
403	The Mississippi Emergency Management Agency: A Review of the Public Assistance Program's Disaster Claims Processing	January 3, 2000	The Legislature should amend MISS. CODE ANN. Section 33-15-14 (1972) to require all civil defense or emergency management directors to complete the training that is currently required for those counties receiving State and Local Assistance funding.
			The Legislature should amend MISS. CODE ANN. Section 33-15-14 (1972) to require the applicant to designate its civil defense or emergency management director as its designated agent in all natural disasters. The only exception should be another individual who has completed the mandatory MEMA training courses.
			The Legislature should amend MISS. CODE ANN. Section 33-15-25 (1972) to give MEMA the authority to withhold approved funding to a subgrantee when the subgrantee owes a refund for an uncompleted project.
406	A Review of the Mississippi Bureau of Narcotics' Staffing Actions	July 12, 2000	The Mississippi Legislature should amend MISS. CODE ANN. Section 41-29-159 (1972) to prohibit MBN from issuing weapons to any civilian employee except the contract special agents or investigators, as defined in MISS. CODE ANN. Section 41-29-112 (1972).

Public Utilities

Report Number	Title	Date of Report	Recommendation
447	A Management Review of the Chickasawhay Natural Gas District	July 8, 2003	The Legislature should amend MISS. CODE ANN. § 7-7-211 to require the State Auditor to perform annual financial audits of all local natural gas districts. Further, the Legislature should repeal MISS. CODE ANN. §77-15-1 and 77-15-3 that address governance and oversight of certain natural gas districts.
			<p>The Legislature should amend Chapter 666, <i>Laws of 1950</i>:</p> <ul style="list-style-type: none"> • to remove the mayors from the CNGD Board of Directors and to replace them with a system user member elected from each municipality; • to provide for two additional elected board members, one elected by gas district users residing outside of the municipalities in Clarke County and one elected by the gas district users residing outside of the municipalities in Wayne County; and, • to provide for a fair annual compensation for each of the five board members.
			The Legislature should amend MISS. CODE ANN. § 31-7-9 to allow all local natural gas districts to use commercial credit cards in accordance with the published regulations of the Department of Finance and Administration.
			The Legislature should amend MISS. CODE ANN. § 65-1-8 to authorize the Mississippi Department of Transportation to pay system relocation expenses for any local natural gas district construction project that has to be accomplished due to the MDOT's construction or maintenance projects.
			The Legislature should direct the Public Staff of the Public Service Commission to conduct a feasibility study of selling the CNGD's system to a private natural gas company and report the study's results to the Legislature no later than December 1, 2004. If the study determines it is more beneficial to the customer from a gas cost and service viewpoint to sell the CNGD system, a draft bill to accomplish such should be submitted with the study.

Retirement System

Report Number	Title	Date of Report	Recommendation
426	A Review of the Public Employees' Retirement System's Disability Determination Process	November 13, 2001	If the Legislature opts to rely on the Social Security Administration's disability determinations, the Legislature should make changes in MISS. CODE ANN. Sections 25-11-113, 25-11-119, and 25-11-120 to accomplish the move. Under this option, while PERS would discontinue its function of making disability determinations, it would continue to ensure that the applicant qualified to apply for disability benefits under state law and calculate and pay out the benefits due to the PERS member following a certification of disability by the Social Security Administration.
441	A Review of the Administration of the Public Employees' Retirement System	December 17, 2002	Should the Legislature wish the Bureau of Building to oversee the PERS renovation projects, it should include language in the PERS FY 2004 appropriation bill to require the bureau to assist in the renovation projects through construction program management, which includes independent oversight of the professional and construction teams, as well as monitoring and adherence to the job schedule and the review of change orders.

State or Local Government Management

Report Number	Title	Date of Report	Recommendation
407	Managing Travel Expenditures	July 11, 2000	<p>The Legislature should amend MISS. CODE ANN. Section 25-1-85 (1972) to authorize DFA to establish a statewide motor vehicle management system. The law should authorize DFA to:</p> <ul style="list-style-type: none"> • determine the most effective and efficient method of developing a motor pool or motor pools; • develop a needs-based system for determining the number of vehicles that each agency should own, based upon analysis of vehicle usage patterns and break-even analysis. The “breakeven mileage for purchasing” represents the point at which it is more economical for the employee to drive a state vehicle rather than be reimbursed the state mileage reimbursement rate (32.5 cents a mile as of July 2000); and, • establish policies for use of vehicles by agencies and for maintenance and disposal of vehicles. <p>The section should require DFA to collect data on the vehicle management system to determine whether the system implementation has been cost effective and for ongoing analysis of the costs and trends in vehicle management expenditures and report this information to the Legislature annually.</p>
			<p>The Legislature should amend MISS. CODE ANN. Section 25-3-41 (1972), which deals with the ability of the state to contract with a state travel agency or agencies, to state that the requirement to have the state travel agency or agencies make air travel reservations applies only if the state has an existing travel agent contract in place.</p>
			<p><i>Follow-up: Legislation adopted in 2001 allows individual agencies to make out-of-state travel arrangements as well as the state travel agent.</i></p>
425	State Agencies' Use of Cellular Telephones	November 13, 2001	<p>The Legislature should require that the Department of Information Technology Services establish general policies for agencies to assess a need for cellular phones or other forms of wireless communication service based upon establishment of the following:</p> <ul style="list-style-type: none"> • whether a less expensive telecommunications alternative is suitable and/or available; • whether a cell phone issued to an

			<p>employee would improve job performance and productivity through better communicative ability and/or mobility;</p> <ul style="list-style-type: none"> • whether the agency's needs can be met with present service levels; • whether the agency's use patterns provide for a limited number of cell phones that can be checked out by employees on a daily basis; • whether quantifiable benefits are associated with the procurement of cellular service and whether cellular service provides more efficient or effective service delivery; and, • whether quantifiable savings associated with the use of cellular telephones result in a reduction in other costs. <p>Each agency should establish specific guidelines and report the quantifiable benefits and savings that it realizes from the use of cell phones and other forms of wireless communication in its annual report to the Legislature.</p>
			<p>The Legislature should require the Department of Information Technology Services to develop a single or limited number of contracts with cellular service providers in an attempt to reduce service plan costs for state agencies. In developing these contracts, the department should take into consideration agencies' need and use patterns.</p> <p>Further, ITS should consider whether it is appropriate to establish a state contract rate that any provider may meet or to procure plans on the basis of a lowest and best bid. The department should take steps to restrict state agencies from using any form of cellular or other wireless communication service except for those plans approved by ITS.</p>
			<p>The Legislature should amend MISS. CODE ANN. Section 25-53-107 to require the Department of Information Technology Services to develop a use policy for all state agencies for all forms of wireless communication that, at a minimum, establishes the following:</p> <ul style="list-style-type: none"> • a policy restricting personal use to emergencies; • a requirement that any person assigned a cellular telephone prepare and maintain a telephone log documenting each telephone call made on a cellular telephone, the purpose of the call, the

			<p>person to whom the call was directed, and the time of the call. The policy should include a provision that agencies involved in law enforcement or protection of public health and safety may receive a waiver for personnel directly involved in providing such services.</p> <p>ITS should require all agencies to adopt the recommended policy or to develop a policy no less stringent than the policy proposed by ITS.</p>
			<p><i>Follow-up: While PEER's proposed legislation regarding agencies' use of cellular telephones was not adopted, the Department of Information Technology Services adopted most of the PEER recommendations in the form of rules applicable to all state agencies.</i></p>

427	Cost of Issuance Expenses of CY 2000 Local and State Bond Issues	November 13, 2001	<p>The Senate Finance and House Ways and Means committees should study the limits on attorney fees established in state law for reasonableness, including for those counsel of "national repute" whose opinions are required by bond buyers, or who are obtained to promote the marketability of bond issues. If they find that the fee percentage payment restrictions are realistic, then the Legislature should amend the law to include a statement of policy stating that specific fees provided for shall be the only fees authorized under state law.</p> <p>Because the statutory language regarding the fee limitation is ambiguous as to whether it applies to attorneys associated with bond issuance individually or collectively, the Legislature should add clarifying language to the statutes specifying the nature of the fee limitation.</p> <p>Also, because the Attorney General has narrowed the scope of legal services included in the law, the Legislature should determine the scope of legal services to be covered by the fee limitation provision and add clarifying language to the statutes if necessary.</p>
			<p>The Legislature should require that all local and state governmental issuers of bonds draft legal contracts with all professionals who deliver legal, financial, or any other professional advisory services associated with the issuance of bonds. These contracts should describe in detail the services to be provided. The Legislature should also require that these professionals provide detailed billings to all local and state governmental entities issuing bonds, itemizing specific services rendered and number of hours charged to each type of service.</p>

			The Legislature should amend MISS. CODE ANN. § 31-13-1 (1972) et seq. to transfer the duties of the State Bond Attorney to the Attorney General, if the Attorney General can perform the duties at a lower cost than the State Bond Attorney.
			The Legislature should consider creating a state bond bank in Mississippi as a way of reducing costs of debt and debt issuance to units of local government.

430	A Review of County Information Systems	June 4, 2002	In order for the state to be successful in the implementation of a state/local information systems, there should be strong sponsorship by all parties.
			The Legislature should create a Statewide Task Force to be responsible for policy development and for providing advice to the Mississippi Department of Information Technology Services.
			<i>Follow-up: PEER's recommended legislation was adopted in the 2002 legislative session.</i>

437	An Accountability Assessment of Public Funds Paid to Selected Associations for Membership Dues	December 3, 2002	<p>The Legislature should enact disclosure and accountability requirements for nonprofit associations receiving public funds so that the public has full access to information on how funds received from public sources are being spent.</p> <p>Specifically, the Legislature should require that nonprofit associations maintain accounting records that segregate the receipt of public funds and accurately reflect the expenditure of all funds received from public sources, reporting every expenditure by major object. Also, the Legislature should mandate that when private nonprofit associations report lobbying expenditures as required by MISS. CODE ANN. Section 5-8-9 (1972), they should clearly identify those expenditures made with funds received from public sources.</p>
440	The Department of Finance and Administration's Management of Construction Projects at Selected State-Owned Buildings	December 17, 2002	The Legislature should amend MISS. CODE ANN. Section 31-11-30 (1972) to require the Department of Finance and Administration, in reviewing and reporting on project preplanning, to estimate and report to the Legislature the projected debt service costs for each preplanned project.

446	An Expenditure Review of the Golden Triangle Planning and Development District	June 10, 2003	<p>The Legislature should amend MISS. CODE ANN. Section 17-19-1 (1972) to require that planning and development districts provide specified financial and program information to the boards of supervisors and the governing authorities of the municipalities that appropriate money to such districts. The information should include, but not be limited to:</p> <ul style="list-style-type: none"> • budget request, which shows the need and the services for which the local contribution funds will be spent; • annual report, not limited to but including the actual number of clients served in each county by the district and the funds from each county that have been used for those services and all current and active economic development projects and amounts awarded by county; • annual financial audit; and, • other financial statements the localities deem necessary in order to determine how appropriate the district request. <p>The Legislature should require the districts to provide the above information to the localities at the time that the district makes its annual local contribution request. The law should require distribution of the information as a precondition to receiving any funds from local contributions for that fiscal year.</p>
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448	An Expenditure Review of the East Central Planning and Development District	July 8, 2003	<p>The Legislature should amend MISS. CODE ANN. Section 17-9-1 (1972) to require that planning and development districts provide specified financial and program information to the boards of supervisors and the governing authorities of the municipalities that appropriate money to such districts. The information should include, but not be limited to:</p> <ul style="list-style-type: none"> • budget request, which shows the need and the services for which local contributions funds will be spent; • annual report, not limited to but including the actual number of clients served in each county by the district and how the funds from each county have been used for those services and all current and active economic development projects and amounts awarded by county;
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			<ul style="list-style-type: none"> • annual financial audit; and, • any other financial statements the localities deem necessary in order to determine the appropriateness of the request. <p>The Legislature should require the districts to provide the above information to the localities at the time that the district makes its annual local contribution request. The law should require distribution of the information as a precondition to receiving any funds from local contributions for that fiscal year.</p>

456	A Review of the Legality of the Chancery Court Order Directing Annual Payments of Twenty Million Dollars in Perpetuity to the Partnership for a Healthy Mississippi	November 6, 2003	The Attorney General should seek dissolution of the December 2000 chancery court order that directed annual payments of \$20 million to the Partnership for a Healthy Mississippi. In the event that the Attorney General does not seek dissolution of the order, the Legislature should direct the Health Care Trust Fund to employ counsel as necessary to pursue any civil action necessary to either set aside the order or proceed against any person or persons who may have violated their fiduciary duty to the trust by advocating the order directing the payment of twenty million dollars to the Partnership for a Healthy Mississippi.

Tourism

Report Number	Title	Date of Report	Recommendation
460	A Review of the Effectiveness of Local Tourism Commissions	December 19, 2003	The Legislature should amend MISS. CODE ANN. Section 57-1-59 (1972) to authorize the Mississippi Development Authority to enter into agreements with local tourism authorities to devise coordinated tourism plans and programs in the interests of both the state and the localities. Also, the Legislature should consider requiring that localities enter into such agreements as pre-conditions to receiving any grants from the state.
			The Legislature should consider adopting general legislation requiring local tourism entities designated to receive tourism tax revenue or special levy revenue for capital facility construction, operation, and maintenance to submit an annual audit to the Office of the State Auditor in order to verify that local tourism entities and local governments are utilizing special levies in accordance with state law.

Transportation

Report Number	Title	Date of Report	Recommendation
414	<p>The Mississippi Department of Transportation's Administration of the 1987 Four Lane and Gaming Roads Programs</p>	December 6, 2000	<p>The Legislature should enact legislation regarding MDOT's management of the entire highway construction process. The legislation should address the following areas:</p> <ul style="list-style-type: none"> a. MDOT should develop a master budget for each segment of highway. Highway segments should not be less than ten miles in length and should have logical starting and ending points that comply with the National Environmental Policy Act. The master budget should include budgets for all preliminary engineering, right of way, construction projects, and all other costs, such as construction engineering and inspection, for the segment. b. MDOT should develop policies and procedures for the management and oversight of the master budget for each segment which would, at a minimum, accomplish the following: <ul style="list-style-type: none"> o Develop a realistic cost estimate for each project within a segment that would serve as a budget for the project. The budget for each project should be developed as soon as realistic cost figures can be estimated but not too late to impede the development of the master budget for the segment. o Capture and retain the original budget estimate of each project for comparison to the final cost of each project. o Capture and retain the original master budget of each highway segment for comparison to the final cost of each highway segment. o Develop a process whereby increases or other revisions to project budgets and master budgets are reviewed and approved by appropriate levels of management on the district level and in the Jackson central

			<p>office. The name and position of the approving MDOT official should be recorded in conjunction with the change. Also, management approval should denote that changes are necessary, alternatives have been considered, and any changes are performed in the most cost efficient manner. Alternatives considered but rejected should also be part of the proposed change documentation file.</p> <ul style="list-style-type: none"> o Using existing resources, develop an information system whereby cost information for each segment is readily available for the Legislature or public. o Capture costs of contractors or consultants used on preliminary engineering, right of way, and construction engineering and inspection. <p>c. MDOT should ensure that individual projects for preliminary engineering, right of way, and construction do not overlap segment boundaries.</p> <p>d. MDOT should ensure all information relating to the entire construction process for highway segments is readily available to answer information requests from the Legislature and other parties.</p>
			<p>The Legislature should amend MISS. CODE ANN. § 65-3-97 and § 65-39-1 to require, after completion of Phases I through III of the 1987 Four Lane Program, the prioritization and construction of highways and roads found in Phase IV of the 1987 Four Lane Program, Gaming Roads Program, and highways not listed in the 1987 Four Lane or Gaming Roads programs. The Federal Highway Administration's accepted standards for estimating capacity, determining level of service for highways, and determining construction needs should be a major factor in prioritization and construction.</p>
			<p>The Legislature may consider granting MDOT the option of allowing segments less than ten miles in length if one or more of the following conditions are met:</p> <ul style="list-style-type: none"> a. The segment as prescribed in law is less than ten miles;

			<p>b. The segment will connect a four-lane highway existing as of July 1, 2001, or a four-lane highway for which a construction contract has been let by July 1, 2001, with the state boundary or the Mississippi River.</p> <p>c. For a particular project, the costs of constructing a single segment of at least ten miles in length would exceed by at least ten percent the aggregate costs of constructing two or more segments. In such instances, the MDOT shall have thorough documentation to support the exception.</p>
			The Legislature should require MDOT to prepare an annual report for the Gaming Roads Program that provides the same data as required by MISS. CODE ANN. Section 65-3-97 (9).
			<i>Follow-up: The PEER Committee recommended major changes in the structure and methods that the Department of Transportation uses to make decisions regarding the widening of highways. Legislation materially similar to PEER's bill was adopted by the House but did not pass the Senate.</i>

Veterans' Affairs

Report Number	Title	Date of Report	Recommendation
420	A Review of the Veterans Affairs Board's Funding of State Veterans' Homes	September 11, 2001	The Legislature should amend MISS. CODE ANN. Section 35-1-21 (4) to allow VAB to contract out the running of the Collins home by a private company if it is found that the company can do so more efficiently than VAB.
464	A Review of Quality of Care and Cost Efficiency Issues at the State Veterans' Homes	December 19, 2003	The Legislature should amend MISS. CODE ANN. Section 43-11-17 (1972) to require that the state Department of Health conduct a full inspection of all licensed skilled nursing facilities, including the state veterans' homes, at least once each calendar year to determine compliance with all standards, including life safety code standards.
			<p>Due to the altered nature of VAB's focus and responsibilities since assuming the management of the veterans' homes, the Legislature should amend MISS. CODE ANN. Section 35-1-1 (1972) to add three new members to the Veterans' Affairs Board and require that three members have experience in financial management, nursing home administration, and nursing. The additional qualifications that PEER recommends are:</p> <ul style="list-style-type: none"> • one member should have five years of experience as a licensed certified public accountant, a certified managerial accountant, or a chartered financial analyst; • one member should be a licensed nursing home administrator with seven years of experience in the management of nursing homes; and, • one member should be a registered nurse with ten years of experience in nursing.

ADMINISTRATIVE RECOMMENDATIONS 2000-2003, BY AGENCY OR PROGRAM

ADMINISTRATIVE RECOMMENDATIONS 2000-2003, BY AGENCY OR PROGRAM

Agriculture

Report Number	Title	Date of Report	Recommendation
418	A Review of the Agricultural Aviation Board	May 8, 2001	<p>Whichever agency is responsible for regulating the state's agricultural aviation industry should implement the following:</p> <p><i>Testing</i></p> <ul style="list-style-type: none"> • Revise agricultural aviation written examinations to comply with professional testing standards, such as those promulgated by the Council on Licensure, Enforcement and Regulation (CLEAR). • To avoid duplicating the flight performance exams given by the Federal Aviation Administration, eliminate state flight performance exams of pilots. <p><i>Inspection</i></p> <ul style="list-style-type: none"> • Establish formal policies and procedures governing inspections, such as the required frequency of inspections and the type of documentation required to show that inspections are being conducted in an appropriate manner. <p><i>Complaint Process</i></p> <ul style="list-style-type: none"> • Improve the public's access to the complaint process by establishing formal procedures to ensure that the public is aware of the complaint resolution process. The board should maintain a listing in local telephone directories and make information available to the public which describes the complaint process (e.g., a telephone number where persons can call to report a complaint, where to file complaints, what information is needed to respond to a complaint, and complainants' rights). With complaints outside the Agricultural Aviation Board's jurisdiction, the board should refer the public to the proper entity for action (e.g., agricultural aircraft accidents should be reported to the Federal Aviation Administration, wastewater disposal violations by applicators should be reported to the Department of Environmental Quality). <p><i>Enforcement Actions</i></p> <ul style="list-style-type: none"> • The Agricultural Aviation Board should develop formal, written standard operating procedures in the enforcement

			<p>case process, including case review, evidence assessment, and penalty calculation. The board should also develop a penalty policy provision that allows for escalation of penalties for recurring violators.</p>
			<p><i>Follow-up (07/03): During its six-month follow-up review, PEER determined that the newly structured Agricultural Aviation Board (AAB) has made significant progress in its efforts to implement each of PEER's recommendations. AAB has revised its written exams used to certify and recertify agricultural aviation pilots. Formal procedures for making complaints about agricultural aviation pilots have been established and placed on AAB's website and disseminated to every county agricultural agent and sheriff in the state. In the area of enforcement, ABB has taken initial action on the more than fifty unresolved enforcement cases from 2000 and 2001. Also, AAB indicated that it would draft amendments to its regulations (including its Enforcement Response Policy) and hoped to promulgate the new regulations before December 31, 2003.</i></p>

Communication

Report Number	Title	Date of Report	Recommendation
424	A Review of the Commercial Mobile Radio Services Board	October 9, 2001	The CMRS Board should ensure that an official minute book is maintained, with signed minutes and all relevant attachments, correspondence, financial statements, and any other documentation that is the subject of board attention, discussion, or action.
			The CMRS Board should secure the official minutes from the previous board secretary.
			The CMRS Board should comply with statutory requirements to complete its annual audit within sixty days of the end of the state fiscal year, as required by law, and report to the chairs of the public utilities committees in each chamber of the Mississippi Legislature, as required by law.
			Using existing resources, the CMRS Board should develop its own web site and post each Public Safety Answering Point (PSAP), the wireless E911 capability, and carriers who provide service in each county, so that members of the public can be aware of where wireless E911 service is available. The board should also post its administrative rules and regulations on the web site.
			The State Department of Audit should develop guidelines to assist emergency communications districts in the appropriate spending of wireless E911 monies, with the parameters of official Attorney General's opinions in mind as spending limitations.

Corrections

Report Number	Title	Date of Report	Recommendation
409	Mississippi Department of Corrections: A Study of Incarceration Costs	July 12, 2000	MDOC should have a planning and research department that can perform cost analyses to assist management, not only to contain the agency's total incarceration costs, but also to help negotiate real cost savings in contracts with private correctional firms.
			MDOC should require potential private contractors to provide cost data by fixed and variable categories to serve as the basis for negotiating per diem rates.
			MDOC should develop cost data by fixed and variable categories that can be applied to different sizes of prisons. They should also develop models of optimum staffing levels that can be applied to different facilities according to size. All major factors that affect cost should be based on factual data than can be supported.
			PEER and MDOC should coordinate their cost-finding activities and establish procedures that MDOC can follow to establish and adjust, as needed, the state's comparable cost of services.
			MDOC should implement procedures to analyze and make adjustments, where necessary, to the state's cost established by PEER. The contracted per diems should be based on the same level and quality of services dictated by law, with due consideration to variable or incremental costs where applicable.
			MDOC should study the advantages and disadvantages of privatizing selected MDOC units or locations versus restructure of correctional officer pay scales.
			MDOC should continue to seek funding for computer software for a comprehensive inmate tracking system. An in-depth analysis of MDOC's needs and the investment payback period should be prepared to show how the state could experience cost savings to recover the purchase price of the software.
			MDOC should consider the evolving mission of MSP, as it makes long-term plans for the farming operations.
			MDOC should develop and continually use analytical review techniques to set objectives and measure results. More detailed information about the various components of costs of operations should be available to management.
			The cost-finding process would be more accurate and useful if MDOC's financial and cost accounting system identified direct housing unit expenditures, such as commodities and contracted services to applicable housing units. MDOC management should consider if the present systems could be designed accordingly without expending a significant amount of money.

			MDOC management should establish measurable objectives to assess the efficiency and effectiveness of the inmate education and training function as they relate to the specific program goals.
			The education and training department should design its information system to produce data for policymakers to assess whether objectives are met.
			Management should evaluate whether eliminating a number of positions that lead to inefficient class size could make more efficient use of adult basic education instructors.
			Management should evaluate if instructor positions should be reallocated from MSP to MCMF and SMCI based on a larger population of inmates who appear to have a need and likely use of the adult basic education and vocational education programs.
			Management should review the different vocational education courses offered at the private prisons for quality and effectiveness. The inputs and outcomes should be similar to MDOC's.
			Management should review its policy of employing only certified instructors to lead the adult basic education and vocational education courses. If management decides to continue to employ certified teachers, an assessment should be made of the benefits of requiring certified instructors at the private prisons.
			Management should establish measurable objectives to assess performance of the agriculture enterprise.
			Management should develop a short-term plan to at least reach a financial break-even point in the farming operations. If row crop operations cannot break-even or produce an operating profit, management should consider terminating row crop operations and reallocate resources to the loss costly food crops.
			<p><i>Follow-up (04/01): MDOC agreed to require more information from private prison contractors regarding fixed and variable costs to assist the department in determining an appropriate per diem payment for private prison contractors. MDOC also agreed to make adjustments in private prison per diem rates so as not to compensate private contractors for costs which the state must continue to bear (e.g., medical, parole board, administrative costs)</i></p> <p><i>MDOC disagreed with the recommendation regarding the need to hire some adult education instructors who are not certified, as do the private prisons. MDOC responded with assurances that it will improve its cost accounting systems for its farming operations and would procure irrigation systems for</i></p>

			<i>farming and new equipment for harvesting crops, which is contrary to PEER's recommendation that MDOC devise a short term plan to reach a breakeven point in farming operations.</i>
438	2002 Cost Analysis of Housing Inmates in Regional Correctional Facilities	December 3, 2002	Regional correctional facilities should increase per diems of local government entities at least to the level of the state's first year per diem amount of \$24.90 at the time contracts with local government entities are renewed or new agreements are reached with local government entities.
459	2003 Cost Analysis of Housing Inmates in Regional Correctional Facilities	December 19, 2003	Regional correctional facilities should increase per diems of local government entities at least to the level of the state's first year per diem amount of \$24.90 at the time contracts with local government entities are renewed or new agreements are reached with local government entities.

Education

Report Number	Title	Date of Report	Recommendation
411	Mississippi's Education of the Visually and Hearing Impaired: Effectiveness of the State's Residential Schools and the Local School Districts	November 15, 2000	<p>Due to the relatively high cost of a residential education for hearing- and visually-impaired students, the State Department of Education should further refine cost and effectiveness comparisons to develop policy options addressing the future of the Schools for the Deaf and Blind. This proposal could include policy options such as continuing to fund the schools as presently constituted, or closing the schools and implementing one or some combination of the following:</p> <ul style="list-style-type: none"> • offering pro rata grants to districts for the education of hearing- and visually-impaired students; • developing specialized education centers for visually-impaired and hearing-impaired students in selected school districts; • executing agreements with residential schools in surrounding states to educate students who cannot be served by the local districts. <p>As soon as is practicable, but no later than the 2002 legislative session, the department should present this proposal to the House and Senate Education committees and other appropriate legislative committees for their use in budget discussions and policy debate.</p>
			<p><i>Follow-up (04/02): The State Department of Education responded that a school district survey was completed too late for submission of a proposal for consideration in the 2002 legislative session. The department concluded that continuation of the present system was the best route due to shortage of certified teachers and other professionals, such as interpreters, in local districts and increased costs to transport deaf or blind students to regional centers. The department also cited the investment of \$24 million in capital improvements in the Jackson campus that made the facility too costly to abandon.</i></p>
416	The Jackson State University Honors Dormitory: An Evaluation of Design, Construction, and Maintenance	December 27, 2000	<p>Jackson State University's Vice President for Finance and Administration should review the preventive maintenance plan for JSU buildings. This administrator should determine whether the plan should be modified to ensure that all facility operating systems, such as sprinkler systems, are included in the plan.</p>
			<p>The Jackson State University President or his designated representative(s) should review the</p>

			<p>distribution of maintenance responsibilities between Facility Maintenance staff and the Student Affairs staff to determine whether this arrangement is the most effective method by which to implement preventive and emergency dormitory maintenance.</p> <p>Should JSU choose to retain the current arrangement, the Vice Presidents for Student Affairs and Finance and Administration should prepare a written agreement that defines the:</p> <ul style="list-style-type: none"> • specific maintenance responsibilities of each division • funding sources for each division • management information system and its components that will be used to track and maintenance actions and account for the costs
			<p>IHL should adopt a uniform policy for preventive and emergency maintenance programs for all campus facilities in concert with the eight universities. This policy should address:</p> <ul style="list-style-type: none"> • what, why, where, when, who, how, how often. • an IHL monitoring system that includes periodic university status reports and on-site verification visits. • a university certification program for accomplished preventive maintenance work, including completion certificate postings in each campus facility that answers what, where, when, who, how often.
			<p><i>Follow-up (07/01): The PEER report included proposals for Jackson State University (JSU) as well as the Mississippi Board of Trustees of Institutions of Higher Learning (IHL). JSU implemented the proposals concerning a modified preventive maintenance plan for campus facilities and support systems and the maintenance responsibilities for the student dormitories. IHL implemented the proposal to adopt a uniform policy for preventive and emergency maintenance programs for all campus facilities in concert with the state universities.</i></p>
433	A Survey of Mississippi Adequate Education Program Revenues and Selected Expenditures	June 4, 2002	The Mississippi Department of Education should request an opinion from the State Attorney General to determine if the Mississippi Board of Education has the authority to authorize a school district to spend any unspent MAEP funds from FYs 1998-02 in FY 2003 and subsequent years.

			<p><i>Follow-up (12/02): The Mississippi Department of Education implemented the proposal for unspent program funds in the five-year interim phase of the Mississippi Adequate Education Program between FYs 1998-02. The State Attorney General rendered an opinion that these funds could be spent in FY 2003 and subsequent years after the department sought an opinion in response to this report recommendation.</i></p>
436	<p>A Review of the Mississippi Adequate Education Program Funding Process</p>	December 3, 2002	<p>MDE should develop a voluntary performance review pilot program for school districts that examines broad school district management and operational areas.</p> <p>The four major areas should include administrative, instructional, operation and maintenance of plant, and ancillary support and under each category criteria should denote efficient and effective practices. Each area should have associated criteria to evaluate management and fiscal practices. For example, in the instructional area, MDE might examine district practices such as:</p> <ul style="list-style-type: none"> • District administrators compare student academic assessments to state accountability standards and peer districts. • The district identifies and implements initiatives to address district-wide achievement gaps. <p>To ensure efficient use of resources, the district regularly compares central office staffing levels, including administrators and resource/curriculum specialists, to peer districts and/or state or national standards, and at a minimum, the district compares favorably using these standards.</p> <p>For the first year of program implementation, the Legislature should appropriate funds for a management consulting firm to conduct three performance reviews. The review process should be monitored by PEER to finalize the scope of the review and provide feedback on the final report. The reviews should begin no earlier than November 1 of the school year and the results should be reported to the House and Senate Education committees and State Board of Education no later than July 1 of the preceding year.</p> <p>In designing the efficiency review process, MDE should consider elements of Florida's Best Financial Management Practices Reviews for schools. Florida law requires that each school district undergo one of these reviews once every</p>

		<p>five years. During these reviews, the Florida Office of Program Policy Analysis and Government Accountability and the Auditor General examine school district operations to determine whether schools are using the Best Practices to evaluate programs, assess operations and performance to identify cost savings, and link financial planning and budgeting to district policies.</p> <p>Although Florida's Best Financial Management Practices Reviews represent a strong model for incorporating efficiency reviews at the district level, that state's process would be difficult to implement in Mississippi because of the number of districts in Mississippi and the amount of resources that would be required.</p>
		<p>In order to ensure school districts are able to perform as a Level 3 accredited school, MDE should include in its budget request a proposal for the development of a growth reserve to meet the immediate needs of the districts having an increasing number of students. One possible option involves a growth model that examines growth over a five-year period and projects statewide needs. The model would include first performing a trend analysis on the last five years of ADA data to constitute MDE's projection for growth. The model would provide a formula for calculating a growth projection for each of the 152 districts and statewide.</p> <p>The total projected growth rate would establish a pool (growth reserve) that would fund fast-growing districts. The total projected growth could be multiplied by last year's base student cost to calculate the growth reserve.</p> <p>TOTAL PROJECTED GROWTH IN ADA X LAST FISCAL YEAR'S BASE STUDENT COST = GROWTH RESERVE</p> <p>During the school year, if districts discover and document growth above and beyond their projected growth, they could request funds from the growth reserve. In the second and third month of the fiscal year, districts would calculate their ADA. If this exceeded MDE's projected growth for a particular district, that district could request additional funds. The funds received from the growth reserve would be proportional to the district's growth.</p> <p>For example, if the state wanted to establish a growth reserve for FY 2004, average daily attendance data from FY 1998-FY 2003 would be used to perform a trend analysis. After the projected growth was determined, the</p>

			department would calculate the growth reserve for the state using the base student cost from FY 2003. For example, if DeSoto County's growth represented ten percent of the total growth, the district would be able to receive up to ten percent of the growth reserve.
			In order to meet the needs of the at-risk population, it is vital that school districts design programs, materials, curricula, or educational resources with at-risk monies to ensure that the district and community needs for at-risk students are incorporated in the programs. MDE should take an advisory role in the process, similar to the assurance reviews the Special Education and Vocational-Technical offices perform, and assist the districts with implementation and evaluation. In addition, MDE should modify its accreditation system to include an assessment of the use of at-risk resources.
451	A Review of Alcorn State University's Provision of Utilities to Private Residences	October 7, 2003	Alcorn State University should seek authority from the Board of Trustees of Institutions of Higher Learning to continue service to existing customers or begin procedures to discontinue service to ineligible recipients.
			The Board of Trustees of State Institutions of Higher Learning should reconsider its approval granting ASU permission to connect faculty to the university's water and natural gas system.
			If the IHL Board chooses not to modify the order to authorize utility services to nonfaculty, the board should require Alcorn State University to cease providing utility services to nonfaculty who live in privately owned residences.
			Alcorn State University should take immediate steps to ensure that water and gas services for residences of faculty and nonfaculty (if services are continued to this group) are metered. ASU should keep a record of meter measurements indicating the identification of the customer, current location of the meter, and purchase date. All water and natural gas furnished by the university to customers should be charged based on meter readings that indicate units used. ASU should, upon request of any customer, furnish a statement showing that the meter on customer's premises was read for billing purposes.
			Alcorn State University should take the necessary steps to include in its standard operating policy and procedure a written description of the process used to arrive at monthly charges for water, natural gas, cable television, and garbage collection services, including the person or persons responsible for developing and approving changes in monthly utility charges. Alcorn State University should arrive at a charge for services that is fair to Alcorn State University and faculty and

			<p>nonfaculty who are users of services. Alcorn State University should identify in writing a clear, concise, and non-technical description of the proposed change in monthly charges, a statement of the reason, and justification of the change. Customers should be informed of the new monthly charges in writing within thirty days prior to the date when the new charges go into effect.</p>
			<p>Alcorn State University should consider requiring a cash deposit from customers to guarantee the payment of any bills that may become due. The required deposit should not exceed an amount equivalent to a single estimated average bill for residential customers. ASU administrators should consider assessing late fees for customers who are delinquent in payment of water and natural gas, cable television, or garbage collection bills.</p>
			<p>Alcorn State University should adopt written policies and procedures governing monthly billing and collection of customer accounts for utility service. In particular, these procedures should address delinquent accounts and the discontinuance of service for nonpayment. The Vice President of Business Affairs should ensure that his staff designs appropriate forms and completes the tasks necessary to implement these procedures.</p> <p>The Vice President or his designee should review monthly past due reports and issue past due billing notices to utility customers who are thirty days past due. Alcorn State University should immediately collect on all past due accounts.</p>
			<p>In the future, Alcorn State University should document that the faculty and staff who live in private residences have paid the university for connections from their private residences to the university's water and gas lines. ASU should provide documentation of payment to the Board of Trustees for the State Institutions of Higher Learning.</p>

Gaming

Report Number	Title	Date of Report	Recommendation
420	A Management Review of the Mississippi Gaming Commission	July 10, 2001	The Gaming Commission should set direction for the Compliance Division staff in reviewing qualifications of corporate applicants for licenses by establishing in policies and procedures an overall purpose for the investigations, how qualifications will be determined, items to be analyzed by corporate investigators, and how the investigation will be reported and/or items to be included in an investigation report. For instance, the commission may require that certain background checks must be performed with specific state and federal agencies, that certain types of financial analysis should be performed and for what purpose, and that the Compliance Division may have investigatory and analytical discretion in certain areas.
			Based on the Gaming Commission's direction, the Compliance Division should develop an analytical plan to conduct its investigations. Also, the Corporate Investigations section should document its investigation procedures and file the workpapers at MGC offices. The documentation should include evidence that background checks and financial and other analyses have been performed. Also, the corporate investigation reports should indicate the work that has been performed in summary form.
			The Gaming Commission should adhere to MISS. CODE ANN. Section 75-76-131, which prohibits individuals from working for casinos for any amount of time without permits. MGC should not allow work permit applicants to work in the casinos until the process is completed. Specifically, MGC should not issue permits to applicants until it receives criminal background check information from all law enforcement agencies from which information is requested.
			The Gaming Commission should ensure that the system for tracking work permits is accurate. Using existing resources, the Investigations Division should set up its database systems to form a centralized automated method for tracking work permit data, including tracking and retrieving work permits that have been revoked and denied, by employee name and work permit number, by year, by district, and by final disposition. The system should be revised to allow comprehensive management reporting (a monthly management report showing the number of applications, denials, and revoked licenses).
			The Gaming Commission should improve its method of accounting for and updating the list of those employees who are defined as key employees. The division also should develop a database that is coded so that a report of all current key employees can be instantly produced.

			<p>The Gaming Commission should develop and maintain an inventory of show cause cases, listing their dispositions, to help assure that the handling of cases is consistent. The inventory of cases should:</p> <ul style="list-style-type: none"> • list whether a fine was assessed; • be categorized by type of violation and reasoning for the fine amount or lack of fine; and, • be used as a database to help ensure consistency.
			<p>The Gaming Commission should develop a Compliance Division operating manual, including overall policies for the implementation of compliance audits and guidance of compliance officers and procedures to assist auditors in understanding the elements of casino auditing.</p>
			<p>The Compliance Division should implement audit steps to determine that:</p> <ul style="list-style-type: none"> • the management at casinos have established internal procedures for ensuring that all currency transactions equaling or exceeding \$10,000 be reported to the federal government in compliance with Title 31; • the internal auditors at the casinos have established audit steps to monitor that Title 31 is implemented; and, • the managers at casinos have established internal procedures to ensure that their employees comply with legal requirements governing the handling of patron disputes.
			<p>The Gaming Commission should establish a uniform field training program for its districts. This program should include a Field Training Manual that includes, at a minimum:</p> <ul style="list-style-type: none"> • a training plan with specific goals and objectives for the trainer and trainee; • minimum qualifications for the trainer; • a training curriculum with lesson plans for specific tasks; • competency standards and performance outcomes for the established curriculum; • instructional methods; • documentation requirements for trainer and trainee;

			<ul style="list-style-type: none"> the expected time for successful trainee completion; and, a policy addressing the status of unsuccessful trainees.
			<p>The Gaming Commission should revise its MGC Regulatory Academy Training Program to include:</p> <ul style="list-style-type: none"> course objectives for the curriculum topics; competency standards or performance outcomes for its established curriculum courses; and, a policy concerning the employment and work status of compliance and enforcement personnel who do not successfully complete the academy.
			<p>Using existing resources, the Gaming Commission should establish a centralized management program for its in-service academy training programs. This program, under the MGC Training Officer, should include the following information for all MGC employees:</p> <ul style="list-style-type: none"> a management information system for monitoring training records. This system should, at a minimum, document the required and completed training courses and hours for each employee; a mandatory curriculum with training objectives, competency standards, or performance outcomes; an annual training budget under the control of MGC Training Officer; and, a centralized system for scheduling individuals' annual training requirements.
			<p>The Gaming Commission should establish a policy to require all enforcement personnel to attend at least annually its courses regarding detection of cheating on games and slot machines.</p>
			<p>Using existing resources, the Gaming Commission should develop and use a documented inspection program that inspects every facet of each gaming operation a predetermined number of times every thirty days on a random basis. This system should include:</p> <ul style="list-style-type: none"> Twenty-four hour enforcement personnel coverage, seven days per week, to conduct inspections on a random, "no notice" basis. Existing personnel resources could be rotated on a random basis to accomplish these inspections when necessary during the period of 12:00 A.M. to 7:00 P.M.

			<ul style="list-style-type: none"> • A comprehensive inspection system that uses a detailed checklist to document what, who, when, where, number of monthly inspections for the operation, inspection results, state authority (statute and regulation reference), and a short summary statement of any violation. • The guiding objective of the detailed checklist should be to assure licensed gaming is conducted “honestly and competitively.” • The accomplishment of a mandated number of MGC sweep inspections to inspect the total gaming operation simultaneously. • The use of a management information database to plan and manage the inspection schedule for each facet of each gaming operation in the three districts. The district personnel should document all inspection results in this system for management analysis.
			<p>The Gaming Commission should create a management information system with performance measures or outcomes that collects, analyzes, and tracks the information for its statewide enforcement and investigative programs. For example, some components should include:</p> <ul style="list-style-type: none"> • work activities of enforcement personnel; • casino observations and regulatory inspections; • use and cost of state vehicles; and, • use of assigned personnel.
			<p>The Gaming Commission should review and revise, as necessary, its new statewide case management system to include all appropriate categories of regulatory and statutory violations, including compliance, investigative, and intelligence activities. These changes should include mandatory statewide use of standardized definitions for each component category.</p>
			<p>The Gaming Lab should perform a needs analysis to determine the number of engineers needed for scientific sampling of modifications. If warranted by problems with recruiting electrical engineers to fill the open engineering positions in the lab, MGC should present documentation of the hiring difficulties to the State Personnel Board to determine if the jobs can be reclassified to higher salary levels. Any necessary starting engineer salary increases or new engineering positions for</p>

			accomplishing inspections should be paid for only by increases to manufacturer's fees, as provided for under Section 75-76-79.
			The Gaming Lab should document the engineering tests of software that it performs for approval of slot machines and electronic games for use in the Mississippi gaming industry and should document its tests of modifications to computer chips.
			In the absence of a full review of each modification of computer chips for gaming devices considered by the Gaming Lab, the lab should implement scientific sampling of the modified chips. The scientific sampling should provide assurance that the chips reviewed represent the total population of chips that are approved.
			The Compliance Division should develop a training program for its officers to learn to analyze slot machines on a statistical basis and determine whether machines on the casino floor have payouts that are in compliance with the amounts approved by the Gaming Lab. Officers should be trained to understand the various ways that machines could be compromised and to look for situations where this may have occurred. Officers should always request documentation from casino management as to why they are asserting that a machine with aberrant payout is actually performing as would be expected under certain circumstances. Officers should also be trained to know when to continue testing of machines, for instance, when casino documentation is not satisfactory.
			The Enforcement Division should develop a statewide program for enforcement and/or regulatory agents to conduct surprise Kobetron checks to ensure that the computer chips in casino gaming devices are those that have been approved by the Gaming Lab.
			<p>The Gaming Commission should develop policies and procedures to ensure that table games and their modifications are approved in a consistent manner on a statewide basis. The policies, which should supplement the current New Table Games Policy and should be used by the training director and enforcement agents, should include:</p> <ul style="list-style-type: none"> • criteria for the agency to determine whether table games are being conducted honestly and competitively according to MISS. CODE ANN. Section 75-76-3; • criteria for enforcement agents to determine whether to approve modifications; and, • policies and procedures for enforcement agents to determine how and when to approve table game modifications and

			when they should be forwarded to the training director for review.
			As recommended in PEER's 1996 report, the Gaming Commission should conduct a cost/benefit analysis of Mississippi's legalized gambling industry and report the findings to the Legislature, gaming industry, and the public. The Legislature should require the State Economist to estimate the amount of funds needed to conduct such a study and provide options to the Legislature for conducting the study.□
			The Gaming Commission should finalize its additions to its Mississippi casino exclusion list (undesirable casino patrons who are prohibited from visiting Mississippi casinos) based on the most recent information available from enforcement personnel, compile the list, and disseminate the list to Mississippi casinos and other state gaming commissions. MGC should obtain copies of the exclusion lists of other large gaming jurisdictions and distribute copies of those lists to the casinos in Mississippi on a regular basis such as quarterly or monthly.
			The Gaming Commission should consider taking disciplinary action against its MGC Executive Director, Deputy Director and Chief of Staff in accordance with the MGC Ethics Policy for a Group Two Offense.
			The Gaming Commission should establish a written policy regarding the development and implementation of major organizational changes. This policy should include the requirement that the commission review all proposed organizational changes and promotions to bureau director or above to ensure that they are in accordance with the legislative intent of the Gaming Control Act. The commission should approve any major organizational changes, document such approval in its minutes, and submit the changes to the State Personnel Board for review and approval.
			The Gaming Commission should not reimburse its employees for travel expenses when the purpose of the reimbursement is for expenses related to moving to a new MGC employment location within the state rather than travel expenses.
			The Gaming Commission should conduct a needs analysis to determine how many vehicles that it actually requires performing its statutory and regulatory duties under the Gaming Control Act and Commission Regulations. This needs analysis should exclude all historical commuter mileage except the mileage required for accomplishing the shift work requirements and the on-call response time of the scheduled officers during the seven-day, twenty-four-hour work shifts.
			The Gaming Commission should expand its "State Vehicles" policy to establish an agency-wide

		<p>assignment and use policy for its state vehicles. In making decisions about the use and assignment of state vehicles, MGC should analyze its travel mileage data to determine the most efficient mode of transportation.</p> <p>When developing this agency-wide assignment and use policy for state vehicles, the Gaming Commission should organize its current inventory of state vehicles into a motor pool. Should the agency choose to establish one, MGC managers should consider the following:</p> <ul style="list-style-type: none"> • provide motor pool vehicles for work-related activities after MGC personnel arrive at their official duty station; • determine the number of vehicles to be located at each of the four MGC locations based on documented analysis of need; • develop and implement a policies and procedures manual for motor pool operations; • require periodic management reviews of the MGC Daily Travel Logs and MGC Monthly Vehicle Report. <p>The Gaming Commission’s travel policy should also address the following:</p> <ul style="list-style-type: none"> • assigning state vehicles to individuals on the basis of work requirements rather than position titles; • limiting commuter vehicles to the personnel scheduled to work on-call response time during the seven-day, twenty-four-hour work shifts; • requiring all other personnel to use their personal vehicles for commuting between home and official duty station on their scheduled work days; • requiring all employees (including executive managers) for in-state or out-of-state vehicle travel to use a state vehicle unless it is cheaper to reimburse the employee for the use of their own vehicle.
		<p>The Gaming Commission should take disciplinary action (as required by Section 7.8 of the MGC Administrative Manual) against all employees who misuse state vehicles.</p>
		<p>The Gaming Commission should comply with Internal Revenue Service Regulation 26 CFR Section 1.61 governing reporting of personal use of vehicles.</p>

			<i>Follow-up (12/02): The Mississippi Gaming Commission stated that PEER's recommendations were either implemented, in the process of being implemented, or would be implemented as staffing shortages allowed.</i>

Insurance and Workers Compensation

Report Number	Title	Date of Report	Recommendation
457	A Limited Review of the Workers Compensation Commission	November 18, 2003	<p>The Workers' Compensation Commission chairman should analyze how the commissioners and commission staff are accomplishing the duties of the commission—rulemaking, adjudication, approval of self-insurance programs, and medical cost containment—to determine whether all responsibilities are being accomplished as required by law. The chairman should ensure that he, the commissioners, and the commission as a whole are fulfilling the responsibilities delineated in CODE Sections 71-3-85, 71-3-93, 71-3-99, 71-3-47, and any other statutes that apply to responsibilities of the Workers' Compensation Commission, commissioners, chairman, or staff. The chairman should also ensure that the commission prepares and adopts minutes recording all formal administrative actions of the commission (e.g., personnel decisions, budget adoption). The commission should also maintain formal attendance and recusal records of all full commission hearings.</p>
			<p>The Workers' Compensation Commission chairman should consult with the other members of the commission regarding the equitable distribution of work that must be carried out by the three commissioners. Should the chairman determine that the commission and its staff have excess capacity with which to accomplish tangential responsibilities such as educational and outreach activities, the chairman should determine how those efforts can best be carried out in light of the commission's regular workload.</p> <p>If the commission determines that it has a need to educate and inform various constituencies about Mississippi workers' compensation laws and procedures, the commission should delegate such function to an employee whose absence from the office would not impede the full commission's work schedule. Also, when setting the annual budget, the commission should establish a budget for training and outreach activities that one or more of the commissioners will be responsible for executing. In the future, outreach activities should be limited to those that the commission as a body has deemed to be necessary and appropriate.</p> <p>Commissioners should limit their absences from MWCC offices for any reason (except illness) to days on which the commission typically has a lighter workload—i.e., Thursdays and Fridays.</p>

			Commissioners should avoid providing assistance to administrative judges in the preparation of final orders. If an administrative judge needs assistance in preparing a final order, another administrative judge, the commission's chief counsel, or contract legal staff should provide such assistance.
			The current MWCC commissioners should immediately review available commission and personal records to determine the number of days since their appointments as commissioners that they have been away from MWCC offices for personal reasons or illness without having taken personal or major medical leave. The commissioners should complete the paperwork to take the appropriate leave and submit it to the MWCC payroll office so that the proper deductions may be made from their leave balances.
			The State Auditor should conduct an audit of the MWCC's leave records to ensure that the commissioners (as well as all other employees) have properly accounted for their time away from MWCC offices. Should the State Auditor determine that the commissioners have not complied with the state's leave laws by taking leave for days in the past on which they were absent, he should recommend that the commissioners take appropriate corrective action. Within six months, the State Auditor should conduct a follow-up audit and consider taking appropriate legal actions provided in MISS. CODE ANN. § 7-7-211 (1972) if the commissioners have not claimed leave for their time away from MWCC offices for personal and non-business reasons.
			The MWCC chairman should direct Commissioner Quarles's secretary and the MWCC Executive Director to review all available agency and personal (such as calendars and log books) records to determine any other days on which the secretary was absent from work but did not take leave. Should other dates be identified, the chairman should direct that the secretary complete the appropriate paperwork for submission to Commissioner Quarles for approval. Also, the MWCC administrative staff and payroll office should amend their absentee reports and the state payroll system to document the deduction of leave from the secretary's accrued leave balance for any leave used but not documented.
			The Workers' Compensation Commission should direct its Executive Director to develop a comprehensive standard operating procedures manual that documents administrative processes of the commission. Once developed and adopted by the full commission, the commissioners and executive director should conduct periodic training sessions regarding

			such processes. The chairman should regularly remind division directors of their responsibilities to ensure MWCC employees' strict compliance with administrative policies and procedures.
			The MWCC chairman should direct all employees, including those specifically assigned to the chairman's office, to complete weekly timesheets for submission to their direct supervisors. MWCC supervisors should routinely reconcile the timesheets with signed leave forms when compiling the monthly absentee reports.
			The MWCC chairman should direct the three employees who attended an out-of-town funeral on June 16, 2003, to complete the appropriate paperwork to document their absence from the office. The MWCC administrative staff and payroll office should amend their June absentee reports and the state payroll system to document the deduction of one day of personal leave from each of the three employees' accrued leave balances.
			As part of the commission's time accountability system, the MWCC chairman should immediately develop a time accountability system for administrative judges and court reporters. At the very least, the chairman could re-institute the "Administrative Law Judge Activity Report" utilized by a previous chair, which documented the judge's location by day of the week as well as the cases heard during those days. As other MWCC employees are required to do, administrative judges and court reporters should be required to sign their time reports verifying their work locations and activities. Also, the MWCC chairman should encourage administrative judges and court reporters to conduct as much of their work as possible from MWCC offices, where they have access to administrative support, the commission's chief legal counsel, and an in-house law library. Chairman Smith should encourage administrative judges and court reporters to work from home or other locations only when absolutely necessary and pre-cleared by him.

Judicial Performance

Report Number	Title	Date of Report	Recommendation
434	A Review of the Mississippi Commission on Judicial Performance	June 4, 2002	<p>The Commission should adopt an investigative policies and procedures manual which would establish a uniform method of reporting information obtained from witnesses and informants; it should provide directions as to how to conduct a discreet inquiry/investigation; and it should outline methods used to obtain information, evidence, and court documents. The Commission should develop a uniform method of documenting interviews of witnesses or potential witnesses. The report should clearly state why certain documentation was obtained and whether it was pertinent to a particular case. Additionally, all investigative reports should be dated and signed or initialed by the author. In order to account for all documents in a case file, Commission staff should develop and utilize a docket sheet or form to note all pleadings or information obtained during the course of the investigation. This will ensure that all evidence obtained by the investigator, such as witness statements, court documents, and other information, is officially recorded as part of the case file.</p>
			<p>The Commission should develop a comprehensive policies and procedures manual or employee handbook that addresses agency operations and responsibilities. The manual should address how complaints are filed and coded as well as how sanction payments are processed and handled.</p>
			<p>The comprehensive policies and procedures manual should address the Commission's current procedures regarding sexual harassment, conflict of interest, public and media contact, confidentiality violations, and compliance with the American Disabilities Act.</p>
			<p>In accordance with the State Auditor's findings, the Commission should modify procedures and guidelines to accomplish the following:</p> <ul style="list-style-type: none"> • The Commission should establish procedures to ensure adherence to terms of contracts for private legal counsel and establish procedures to ensure written contracts are executed and signed by all parties. • The Commission should develop guidelines to ensure that all contracts between state agencies and private legal counsel are approved by the Attorney General's office prior to payment, as stated in MISS. CODE ANN. Section 27-104-105.
			<p>The Commission should amend, update, or abolish the Commission's policy resolutions (1-4,</p>

			since the Commission no longer uses its policy guidelines.

Natural Resources and Recreation

Report Number	Title	Date of Report	Recommendation
412	A Review of the Mississippi Forestry Commission	December 6, 2000	MFC management should develop a formal mechanism for collecting and analyzing information concerning fire incidence and risk factors in order to use this information as a basis for fire unit assignment. MFC should examine experience factors and area needs, project levels of basic service, and supplement these levels based on risk of forestland damage or loss.
			MFC management should evaluate its fire investigative resources and determine the placement of personnel needed to conduct forestry arson investigations across the state. MFC should capture and analyze reliable historical information on district needs for investigators.
			MFC should develop and implement performance measurement standards that provide a means of evaluating how arson investigation activities contribute to overall reduction of timber loss. MFC should expand performance measures (the number of arson fires, total acres burned, total number of misdemeanor and felony cases) to include such factors as: <ul style="list-style-type: none"> • the number of cases investigated and presented; and, • the value of property loss as a result of arson.
			MFC should allocate personnel to investigate fires and collect fire suppression costs based upon statewide fire occurrences. The agency should report detailed information annually by district and county on the number of active and closed fire suppression cases, as well as the costs imposed and collected for each case.
			MFC should identify and capture costs associated with the various methods of fire detection and identify the source of fire reports according to the detection or reporting method. Central decisionmakers should use this information to evaluate the cost efficiency and risk associated with each method.
			Given the number of hours flown, MFC should assess the cost effectiveness of each of its eleven aircraft and consider reducing its fleet to minimize costs associated with aircraft usage. MFC should identify the purpose and rate of usage of each aircraft and dispose of units used least or having highest operation costs.
			MFC managers should capture and report information on actual hours spent and costs of conducting aerial surveillance to identify insect and disease infestations.
			MFC should identify and track costs associated

			with ground crew investigation and eradication efforts and the number of insect disease-related technical assists provided to private and industrial landowners.
			MFC should assess the historical impact of its efforts and projections of changes in total costs and losses of the state's insect disease control program.
			As the manager of state forestland for sixteenth section school trust, MFC should maintain a current inventory of land for which it is responsible. MFC should develop a method of identifying types of forestland, service needs, and acreage.
			MFC should expand its work order system to track pending requests for services so it could be used as a resource for assessing and prioritizing types of services needed by landowners. Such a tracking system would allow the district and central office to know what types of services are requested and provided and to allocate available resources to meet future needs and priorities.
			<i>Follow-up (08/01): Mississippi Forestry Commission responded to twelve recommendations. Regarding eight of them, MFC had taken no action. MFC acted to implement four recommendations. MFC reports it is already taking actions called for in recommendations concerning collection and analysis of fire incidence and risk, evaluation of its fire investigative resources, collection of information on fire suppression costs, and evaluation of methods and costs of fire detection. MFC replies it will not undertake actions regarding assessing cost effectiveness of use of its eleven aircraft, or assess the impact of its disease control program. MFC has revised its flight logs to capture more information about flight purposes and insect and disease infestations, is developing a GIS system to track resources and work on public lands, and is revising its work order system.</i>
439	A Review of the Pat Harrison Waterway District's Management of Archusa Creek Water Park	December 3, 2002	The Pat Harrison Waterway District should take all action authorized under the laws of the state of Mississippi and the Mississippi Rules of Civil Procedure to litigate its claims against Engineering Plus, Inc., for completion of the repair work to the Archusa Lake Dam. It should be noted that PEER has no opinion as to the liability in this case.
			PHWD should conduct a formal risk assessment to determine the appropriate size of its cash reserve. If the district determines that it can reduce the cash reserve, it should consider the feasibility of expending some of the excess funds on infrastructure needs of the parks (e.g., repairing potholes, placing grass carp in the lake for weed control, upgrading electrical

			systems, or repairing roads). <i>Follow-up (10/03): Pat Harrison Waterway District responded to two recommendations. With respect to fixing the leaks at Archusa Lake dam, PHWD has continued to work with Engineering Plus (the firm to do the work) and MDEQ to develop adequate plans for repair. From March through June, 2003 there were two revisions to repair plans. New leaks were discovered in June 2003 and repair alternatives requested (for MDEQ's approval) through October, 2003. Repairs have not yet been made, but the PHWD attorney continues to monitor the actions of Engineering Plus. PHWD continues to contend it has an appropriately sized cash reserve, necessary for a perpetual maintenance fund. It does use some of the reserve on infrastructure needs in the parks.</i>
444	A Review of Mississippi's Public Trust Tidelands Program and Selected Areas of Operation of the Department of Marine Resources	January 6, 2003	The Department of Marine Resources should create two separate tidelands grant applications, one for management projects and one for public access projects. The department should require the applicant to describe in detail how the project will meet the requirements of the Public Trust Tidelands Act (MISS. CODE ANN. 29-15-1 et seq. [1972]) and the potential benefits that would be derived from receipt of such funds.
			The Secretary of State should develop written procedures to ensure that tidelands funds are only being expended on administrative expenses associated with the tidelands program. The Secretary of State should prorate expenditures of tidelands and other programs so that tidelands funds are only used to pay that portion of the expenses related to administration of the tidelands program. If the Secretary of State's Office wishes to argue that the term "ecosystem" as used in the state's Public Trust Tidelands law is equivalent to the land included in the current boundaries of the Coastal Preserves, it should consider requesting the Legislature to include this definition in state law before expending any more tideland trust fund money on Coastal Preserves lands that are not either tidelands as defined by state law or lands acquired through tidelands boundary settlements.
			The Secretary of State's Office should apply the \$150 it collects from each Public Trust Tidelands lease applicant to the costs incurred for the administration of the program, rather than depositing these funds into the Secretary of State's general operating fund.
			Except in cases where a transfer of title is necessary to settle a tidelands claim, the Secretary of State should only convey Public Trust Tidelands where such satisfies a higher public purpose and is specifically authorized by the Legislature.

			<p>The Department of Marine Resources should increase the fees for public notice from \$50 to the actual cost of running a public notice in order to reduce or eliminate the amount of special funds spent on this service. DMR should determine the actual costs of the public notice (based on the number of words) and require wetlands permit applicants to pay the actual costs of public notice fees prior to running the public notice. The Department of Marine Resources should include this requirement in its coastal wetlands policies and procedures. The requirement should include government entities that have not been charged a public notice fee in the past.</p>
			<p>In order to protect Mississippi's coastal resources, the Department of Marine Resources should develop a routine inspection process with a proactive approach for identifying wetlands permit violations. The Department of Marine Resources may want to consider re-allocating a vacant PIN, when one becomes available, and locating it within the Coastal Wetlands Permitting Bureau as an additional resource to assist in handling inspections of coastal wetlands.</p>
			<p>The Department of Marine Resources should enforce wetlands permitting regulations and utilize the enforcement tools available under MISS. CODE ANN. § 49-27-51 (1972). The agency should actively use fines to deter individuals from violating the wetlands permitting regulations.</p>
			<p>DMR should require its employees who drive vehicles to complete legible daily mileage logs, including details of destination and purpose, and show clearly who drove the vehicle each time. If writing is illegible, they should have to submit typed logs. The utilization of motor pools should be the policy for all vehicles, unless it is proven through documentation on the mileage logs that employees need individually assigned vehicles on a daily basis.</p>
			<p>DMR should require on-call logs to be documented for all employees who work off-duty hours. Also, the department should require an employee who responds to a call to document what circumstance arose that necessitated the employee being called in after hours.</p> <p>The vehicles that are presently being driven home for the purpose of answering calls should be left at the DMR offices to improve efficiency of use unless the mileage log documentation can prove that the need is valid.</p>
			<p>The department should conduct breakeven or other needs analyses to determine whether to purchase vehicles and if so, what type to purchase.</p>

			If the need for a full-time licensing support employee and mitigation expert continues, the Department of Marine Resources should request the Legislature to appropriate funds and PINS for these positions and the agency should select persons competitively to fill these positions.
			<i>Follow-up (10/03): Mississippi Secretary of State implemented three of four recommendations. The SOS developed an internal control policy for reviewing and paying program expenses from the appropriate funds, and the Legislature passed SB 2666 (in 2003) to allow specifically the expenditure of tideland funds on Coastal Preserve lands. Detailed accountability of the tidelands funds is provided each year in the Secretary of State's annual budget request. Lease fees are now being deposited into the tidelands fund. SOS will continue to support a policy of only conveying public trust tidelands (except in cases where a transfer of title is necessary to settle a tidelands claim) where such satisfies a higher public purpose and is specifically authorized by the legislature. SOS has not addressed the evaluation of projects, inspection process, enforcement of wetlands permitting, and conducting break-even analysis to determine vehicle purchases.</i>
445	A Limited Review of the Mississippi Athletic Commission	May 13, 2003	<p>The MAC should immediately cease its practice of paying boxing officials for events held at casinos (i.e., by cashing a check made payable to the commission and paying the officials in cash). Instead, the commission should require the promoters to pay boxing officials with individual checks, as is currently the practice at non-casino venues. Under this practice, the promoter would be responsible for filing all income reporting forms required by state and federal law and regulations.</p> <p>Also, the MAC should require all promoters of boxing events to provide a certified master payroll to the commission showing the names, services performed, and amounts paid for each individual paid by the promoter at each boxing event. The MAC should keep this information on file in order to provide an audit trail.</p>
			Because the MAC relies heavily on its share of ticket sales as a revenue source, the commission should take all reasonable measures to ensure it receives all revenue to which it is entitled, rather than depending on the host facility or promoter, who are not necessarily looking out for the best interest of the state, to provide admissions information. When conducting on-site ticket sales, the MAC should conduct a pre-sale ticket inventory and a post-sale ticket inventory to determine the number of tickets sold at the door on the day of the event. The MAC should use this figure,

			combined with the number of tickets sold prior to the event, to determine its share of ticket sales.
			The MAC should comply with MISS. CODE ANN. § 75-75-101 (1972) and exercise its jurisdiction over “tough-man contests” and kickboxing events. The MAC should develop specific policies for the application for and issuance of licenses to participants in these events and document and maintain on file the reason(s) a request for a license to participate in a “tough-man contest” or kickboxing event is denied.
			The MAC should develop the necessary training program for referees and judges to oversee “tough-man contests” and kickboxing events. The MAC should also document training sessions of referees and judges and issue certificates noting the successful completion of training for “tough-man contests” and kickboxing events.
			Since the MAC has no statutory authority to do so, it should cease providing operational support for athletic events in Alabama.
			The MAC should cease licensing and collecting license fees from physicians serving as event officials. The Legislature should amend MISS. CODE ANN. Section 75-75-105 (1972) to empower the MAC to select the physicians necessary to attend each athletic event under its jurisdiction.
			The MAC should develop written policies specifying the experience level and financial resources required to obtain promoters’ licenses. The MAC should also document and maintain on file the reason(s) if a request for a particular promoter’s license is denied.
			The MAC should develop written policies specifying the experience and training required to obtain referees’ and judges’ licenses. The MAC should also document training sessions of referees and judges and issue certificates noting the successful completion of training. The MAC should also document and maintain on file the reason(s) if a request for a particular referee’s or judge’s license is denied.
			The Athletic Commission should comply with the provisions of the Administrative Procedures Act (MISS. CODE ANN. Section 25-43-1 et seq. [1972]) regarding the filing of administrative rules and regulations and the conduct of hearings on these rules. In the event that the commission is uncertain as to the proper procedure to follow respecting compliance with the Administrative Procedures Act, it should consult with the Secretary of State regarding the process the agency must follow to comply with the statute.
			<i>Follow-up (11/03): The Mississippi Athletic Commission (MAC) agreed to pay boxing event</i>

			<i>officials with individual checks, monitor “at the door” ticket sales at events, and initiate a training program for officials to oversee “Tough-Man Contests.” However, the MAC stated its intention to continue overseeing boxing events in Alabama.</i>
454	A Review of the Tombigbee River Valley Water Management District	November 6, 2003	In order to improve evaluations of its effectiveness, the TRVWMD should develop outcome measures for each of its programs. For example, the district could measure the effectiveness of its flood control program by tracking the number of homes and acreage flooded in areas affected by its projects.

Public Health and Welfare

Report Number	Title	Date of Report	Recommendation
408	A Review of the Mississippi State Department of Health	July 11, 2000	<p>To improve accuracy and timeliness in the reporting of communicable disease data, MSDH should:</p> <ul style="list-style-type: none"> • facilitate reporting by printing the phone number, fax number, and MSDH's mailing address on Form 135, the form used to report communicable diseases; • investigate the possibility of online reporting of data; • add to Form 135 the date that the laboratory results were available, as this is a more accurate date to assess timeliness; • track, document, and send educational material to every physician who reports more than seven days after the stated deadline for all classes of communicable diseases to encourage more timely reporting; and, • identify physicians who rarely report communicable diseases and pro-actively contact a specified number per month to inform them of the reportable diseases and proper reporting procedures.
			MSDH should add streptococcus disease and toxic-shock syndrome to its list of reportable diseases, since these diseases are on the Centers for Disease Control's nationally notifiable list and are not regional diseases.
			To address the problem of MSDH not having comprehensive chronic disease data, the Legislature should consider mandating hospitals to report discharge data to MSDH.
			MSDH should explore ways of improving the accuracy of reporting causes of death. For example, the department might consider changing the death report form to allow for more than one cause of death and should train doctors, funeral home directors, hospitals, and coroners in the importance of accurate reporting.
			MSDH should establish a maximum number of inspections a food establishment can fail within a given time frame, regardless of whether it passes follow-up inspections, before suspending its permit for a specified period.
			MSDH should inspect food establishments with the frequency required by regulation and more strictly enforce policies governing the Certified Food Manager Program.

			When conducting internal audits of the food protection sub-program, MSDH internal auditors, not the district, should select the counties to be evaluated and the files within the county offices to be reviewed.
			MSDH internal auditors should ensure correction of deficiencies cited in internal audit reports by continuing to follow up until the deficiencies are corrected.
			MSDH should update its milk plant inspection form to correspond with the Grade A Pasteurized Milk Ordinance.
			MSDH should reallocate staffing resources in order to meet the National Association for the Education of Young Children's staffing standard for child care facility inspectors of a maximum of seventy-five facilities per inspector.
			MSDH should formalize its hearing process for violations of child care facility licensure regulations and make a record in all child care cases, including all findings and conclusions.
			MSDH should implement its planned quality assurance function in order to ensure that child care facility inspectors uniformly enforce regulations.
			<i>Follow-up (04/01): The Mississippi Department of Health implemented recommendations in four areas of operation. DOH has revised its communicable disease reporting forms as of January 1, 2002 for more accuracy and timeliness. It also adopted regulations requiring reporting of all strains of Streptococcus pneumoniae in children under the age of five and the appearance of invasive, antibiotic resistant Streptococcus pneumoniae. DOH approved "intent to adopt" changes to the food service regulations, including use of a maximum failure rate on sanitation inspections before permit suspension. DOH has updated its milk plant inspection form to correspond with current standards. DOH has implemented a quality assurance function to ensure that child care facility inspectors uniformly enforce regulations.</i>
413	The Department of Human Services' Use of Revenue Maximization Contracts	December 6, 2000	The Mississippi Department of Human Services should ensure that its staff receives regular training in relevant federal laws and regulations in the programs that offer revenue maximization opportunities. Regardless of whether the department performs the task itself or uses an outside consultant, accurate and up-to-date knowledge of these programs is necessary for proper oversight of contract performance.
			The Mississippi Department of Human Services should only consider use of outside revenue maximization consultants after careful determination of need and adherence to the remainder of the "best practices" associated

			with sound public contracting and procurement procedures.
			<i>Follow-up (07/01): DHS responded in agreement that staff training is essential to manage any service program effectively and that its staff receives regular training in relevant federal laws and regulations for programs with revenue maximization opportunities. DHS stated that staff were regularly provided copies of all policy changes from the federal funding agency and written agency procedures. DHS responded that no revenue maximization consultants were under contract as of June 29, 2001, but that the agency would follow sound public contracting and procurement procedures of the State Contract Review Board.</i>
422	A Review of the Brookhaven Juvenile Rehabilitation Facility	September 11, 2001	For future construction projects, DMH should utilize the planning process to identify and accurately quantify all project costs, set budgets, and monitor progress to minimize expenditures beyond those funds authorized. DMH should follow the intent expressed in legislative grants of authority for project funding, by disallowing expenditure of funds for expansion of facilities (e.g., the addition of staff housing or a warehouse), thereby causing project cost overruns.
			DMH should conform its admissions decisions to comply with statutory criteria as set forth in MISS. CODE ANN. Section 41-21-109, which limits admissions to mentally ill or mentally retarded juvenile offenders who have been committed for treatment by a court of competent jurisdiction.
			DMH should promptly inform all youth and chancery court judges in the state that it will fully comply with the admission intent expressed in MISS. CODE ANN. Section 41-21-109.
			DMH should clearly define the relationship between the Brookhaven facility and the Harrison County facility regarding the placement of “dual diagnosis” juvenile offenders and disseminate this information to the state’s youth and chancery court judges for their use in making commitment decisions.
			After achieving compliance with statutory admission requirements, DMH should assess its direct care staffing needs to establish the appropriate levels of direct care staff needed for treatment of the intended population of mentally ill or mentally retarded juvenile offenders.
			Management and education staff should continue efforts to qualify for and obtain State Department of Education accreditation by adhering to standards for classroom staffing—i.e., maintaining the required level of teaching personnel.

			Recognizing the statutory required purpose of BJRF, and that ICF/MR (intermediate care facilities for the mentally retarded) standards are limited in their application to treating this special needs population, BJRF management and DMH staff should continue to develop policies and procedures specific to the BJRF program.
			In keeping with the statutory mandate, BJRF management and appropriate staff should develop and offer training consistent with the role of providing treatment to the state's mentally ill and mentally retarded juvenile population.
			DMH and facility management should develop and define an accurate set of outcome measures, install a system to capture relevant data, and annually assess and report performance for the BJRF program.
			<i>Follow-up (04/02): The Mississippi Department of Mental Health responded to eight recommendations. MDMH agrees with planning future construction projects to minimize cost overruns. The Department, by way of SB 2663 and HB 1204 (2002 Legislative session) clarified that it would continue to accept voluntary admissions and transfers to the Brookhaven Juvenile Rehabilitation Facility (BJRF), and will communicate admissions policies for Brookhaven and Harrison County facilities to the state's youth and chancery court judges. BJRF continues to maintain an adequate staff to client ratio. BJRF has increased its number of teaching personnel, and has been reviewed by the Mississippi Department of Education's Special Education Review Team for accreditation. Policies for BJRF continue to be reviewed and modified as needed. BJRF has filled the position of Training Director (for staff). BJRF continues to work with MDMH in providing information for an annual report and tracking system for clients admitted to and discharged from the facility.</i>
431	A Review of Administrative Expenditures and Selected Administrative Functions of Mississippi's Division of Medicaid	June 24, 2002	To ensure the procurement of quality services at a cost effective rate, the Division of Medicaid should adopt internal procurement guidelines based on generally recognized elements of effective contracting. DOM should pay particular attention to the development of guidelines addressing needs assessments, systematic review of proposals, and contract monitoring.
			The Division of Medicaid should consider two options concerning its contract with the Mississippi Hospital Association: <ul style="list-style-type: none"> • Consider asking the Legislature to amend MISS. CODE ANN. Section 43-13-117 (1972) to remove the requirement

			<p>that the Division of Medicaid contract with the Mississippi Hospital Association for the administrative support of the Medicare Upper Payment Limits program and Disproportionate Share Hospital program so that DOM could perform the task in-house. This would include the reclassification of several vacant positions in order to meet staffing needs.</p> <ul style="list-style-type: none"> The Division of Medicaid should reduce the contract price to include only those costs associated with the tasks required by state and federal law and regulations. The Division of Medicaid should complete a cost analysis for these services to ensure a fair and competitive contract price. <p>If the division wants to pursue other special projects that could benefit the Medicaid program and its beneficiaries, they should define the tasks that they want to accomplish and issue a Request for Proposals to obtain the desired services in a competitive environment.</p>
			<p>The Division of Medicaid should consider more cost effective ways of providing information on long term care alternatives to Medicaid beneficiaries. In considering whether to terminate its ten contracts with the Area Agencies on Aging, DOM should review the efforts of the entities that already provide these services, such as eligibility workers and hospital and nursing home discharge planners and social workers. The Division of Medicaid should also consider requiring medical providers to share this information with Medicaid beneficiaries.</p>
			<p>The Bureau of Compliance and Financial Review should seek more cost effective methods of eliminating the backlog of cost report reviews, including the possibility of discontinuing its use of multiple CPA firms and seeking individual contractors or a single CPA firm to perform these services.</p>
			<p>The Division of Medicaid should consider a more cost effective method for providing peer review organization services including, but not limited to, the termination of its current contract with Healthsystems of Mississippi and performance of these required services in-house. If DOM chooses to continue the use of the current contractor, it should consider establishing a new method of payment other than a per member per month fee in order to control costs.</p>
			<p>The Division of Medicaid should consider a more cost effective method of providing prior approval and drug utilization services, including</p>

		<p>discontinuing the contract with Health Information Designs. DOM could perform prior authorization services in-house by using current vacancies to allocate additional staff to the Bureau of Pharmacy. DOM's Bureau of Pharmacy could perform the drug utilization function by using data and reports generated by the Division's Surveillance and Utilization Review Subsystem and Medicaid Management Information Retrieval System and any additional reports that can be generated by the fiscal agent.</p>
		<p>The Division of Medicaid should identify methods of controlling expenditures for the non-emergency transportation (NET) program, including, but not limited to:</p> <ul style="list-style-type: none"> (a) Elimination of staff--Other states operate their NET programs with limited staff. For example, Louisiana's dispatch contractor operates the NET program with a staff of thirty-six including twenty to twenty-five call center unit staff. Louisiana utilizes three state staff to monitor the contract and assist with audit functions. Alabama operates their program with a staff of twenty employees including ten regional coordinators, one call center supervisor, one call center secretary, three call center operators, two directors, one clerical employee, and two inmates for office support. DOM should consider reducing the number of NET staff by reducing the number of NET regions to six regions with eighteen NET Coordinators. This could result in additional general funds savings of \$464,062. (b) Implementation of retrospective reviews of claims--DOM should implement a retrospective review of claims to ensure that the beneficiary actually attended his/her scheduled medical appointment. Alabama conducts a retrospective review from a sample selected each month. (c) Establishment of monthly reporting requirements--DOM should establish monthly reporting requirements to identify process improvement. (d) Building of relationships with other transportation entities--DOM's

			<p>Bureau of Compliance and Financial Review should work with public transportation companies to provide transportation services to medical appointments for those beneficiaries who are physically able to use these services. The division should also work with various community transportation resources who could potentially transport beneficiaries for reduced rates or rates that are lower than those of current group providers.</p> <p>(e) Identification of new methods of provider reimbursement--Current group provider rates are not cost efficient. DOM should identify a new method of reimbursement for transportation services. States such as Louisiana have capped rates based on the miles traveled, whereas Alabama uses a voucher system and reimburses for miles traveled.</p> <p>(f) Enhancement of NET system capabilities--DOM's Bureau of Compliance and Financial Review should work with the Division's Information Technology staff to enhance the capabilities of the NET computer system. The system should be capable of tracking information that would assist the division in controlling costs and formulating policy. The Bureau of Compliance and Financial Review should be able to generate these reports on request.</p> <p>(g) Amendment of NET policy to eliminate the ability of providers to file claims over a twelve-month time period--The Division of Medicaid should amend the requirement that allows the provider twelve months to file claims. The provider should be given a shorter time frame in which to file claims. All group providers are required to file claims electronically, so this should not be an imposition to the provider. The state of Texas requires providers to file claims within ninety-five days of appointment confirmation. Texas' group providers' contracts state that a provider waives his right to file the claim after the ninety-five days have passed. This will provide</p>
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			the agency with a more accurate accounting of program costs.
			DOM should develop cost effective options and procedures for receiving information from the IRS for verification of eligibles' income. DOM should report these options and the associated cost of each option to the Legislature by the beginning of the 2003 Regular Session.
			DOM eligibility workers or Medicaid Eligibility Quality Control unit investigators should conduct random samples to verify the declared assets and search for undeclared property of Medicaid applicants at the time of application.
			The Medicaid Eligibility Quality Control unit should investigate the use of pilot programs for identifying ineligible recipients, such as those programs implemented in Arizona and Florida. These programs sample target populations in high cost areas, such as long term care.
			The Medicaid Eligibility Quality Control unit should establish a procedure for follow-up on cases they determine to be ineligible in order to ensure local offices take appropriate action to terminate benefits. A case review should be completed within ninety days of referral to the local office.
432	Health and Safety Issues at the Oakley and Columbia Youth Training Schools	May 14, 2002	The facilities should adopt and distribute an official version of the medical manual. All of the health service areas in the final medical manual should be reflected in the overall facility Policies and Procedures Manual. The Division of Youth Services should amend the Policies and Procedures Manuals for Columbia and Oakley, particularly for health care, to reflect all health care areas. The Division of Youth Services should substantively review the draft manual in light of this report, circulate it to the health care and administrative staffs of Columbia and Oakley, and set a date for its adoption under the authority of the physicians and the facility administrators.
			Columbia and Oakley should develop a formal system for processing juvenile complaints about health care matters for the Policies and Procedures Manuals. This complaint system can incorporate the informal system currently in use.
			The Division of Youth Services should develop and implement (at the facility level) a program to monitor medical area needs and the delivery of health services, and a program to assess and assure quality for all health care services at both Columbia and Oakley.
			In order to meet the <i>Morgan v. Sproat</i> standard, the Department of Human Services and its Division of Youth Services should facilitate the timely hiring and retention of personnel to fill all positions allocated for medical personnel who staff the health care clinics at Columbia

			and Oakley on a priority basis. Both facilities should either change the work schedule of nurses to allow coverage during the 11 p.m. to 7 a.m. shift or hire nurses for this shift.
			Division of Youth Services should significantly update the Columbia and Oakley Health Care Policies and Procedures Manuals to incorporate a number of accessibility practices already being used. These include nursing services, labs and x-rays, emergency health services, and in-patient hospitalization.
			The Division of Youth Services should modify its health care policies and procedures to include use of nurse practitioners or physician assistants, as is currently the practice.
			Each of the training schools should formally adopt a written agreement with a local hospital regarding admission of juveniles and provision of medical services that cannot be provided in the facility.
			The Division of Youth Services should require the dentist for Oakley to document the results of the dental examination for each juvenile entrant on a dental chart, include it in the juvenile's medical file, and monitor files for compliance.
			Columbia and Oakley should immediately provide a full continuum of dental services in order to meet the <i>Morgan v. Sproat</i> standard of care. Minimum standards require diagnosis and treatment that includes non-emergency, preventive, and maintenance dental care. The Division of Youth Services should assure that the program addresses all aspects of dental care including: initial examination; hygienic and prophylactic services; preventive education; non-emergency services (such as fillings for cavities; and emergency services. Dental services may be provided either on-campus at the dental rooms that are in various stages of being equipped and fixed to operate (this will mean some modernizing of equipment such as the dental chair's tools and acquisition of dental treatment supplies), or at dental offices off-campus, or a combination. DYS should contract with available dentists in Columbia rather than with dentists in Jackson to provide dental services.
			In the program of dental services at Columbia and Oakley, the providers should pay particular attention to the matter of the status and treatment of wisdom teeth, especially in the older juveniles at Oakley. There are notations by the nursing staff on a number of "clinic pass" complaints of painful wisdom teeth at Oakley, and invariably all that was done was to administer temporary pain relievers to sore gums.
			Columbia and Oakley should specifically include in the annual training of all staff having contact

			with juveniles the proper means of preserving and transporting avulsed (ripped or severed) teeth.
			All entities (Division of Youth Services, Oakley, Columbia) should contract more service time with dentists so that the dentists can perform necessary procedures such as fillings, and also have time for more thorough charting of dental conditions.
			The Division of Youth Services should ensure that the new clinic that will begin construction this summer will have a true isolation room as outlined in the construction plan.
			The Division of Youth Services should develop a policy statement on the use of the infirmary and isolation beds.
			The Division of Youth Services should update the Columbia and Oakley Policies and Procedures Manuals to incorporate current infirmary and clinic practices.
			The Division of Youth Services should specify in the Columbia and Oakley Policies and Procedures Manuals current practices regarding clinic facilities, privacy, verbal consent from patient (for rectal or pelvic examinations), and the conduct of examinations.
			Columbia and Oakley should move as many aspects as possible of the screening process to private areas. Columbia should consider the use of a partition next to the nurse's station where screenings occur in order to keep the process out of view of those in the waiting area.
			The Division of Youth Services should include a written policy in the Health Care Policies and Procedures Manual that standards of medical care and access to that care are decided by qualified medical personnel, and not by any other institutional staff.
			The Columbia and Oakley Policies and Procedures Manuals need an explicit statement of policy regarding the primacy of qualified health professionals making final medical judgments in all cases. The policy statement should clarify the role of the directors and duty administrators in decisions to transport juveniles to off-campus health care facilities, as they must be accompanied by security personnel and use training school vehicles in many instances.
			At a minimum, the facility directors should formalize the role of the physician as the medical authority through policy or distribution of memoranda to staff.
			Facility directors should meet with the physicians on a quarterly basis to review medical services and medical needs. The facilities should establish monitoring procedures for juvenile in restraints, provide appropriate training, and require reporting of restraint use to a physician or psychologist.

			The Division of Youth Services should clarify statements in the facilities' Policies and Procedures Manuals concerning the conditions under which various types of restraints, including the restraint chair, will be used. The Division should define procedures guiding the use of fixed restraint and how long, when, where, and how restraints are to be used.
			The Division of Youth Services should include a written statement in the facilities' Policies and Procedures Manuals regarding monitoring procedures for juveniles in restraints—both for health care staff and other staff. This policy statement can incorporate current practices.
			The Division of Youth Services should include a written statement in the facilities' Policies and Procedures Manuals regarding emergency distribution of restraint equipment. Written records should be maintained of those who routinely and non-routinely receive restraint equipment, for accountability purposes.
			The Division of Youth Services should include a written statement in the facilities' Policy and Procedures Manuals that specifies annual training for the appropriate staff in the safe and appropriate use of physical, mechanical, and chemical restraints.
			The Division of Youth Services should include a written statement in the facilities' Policies and Procedures Manuals that specifies policy on direct-care staff receiving annual training on de-escalation techniques.
			Columbia and Oakley staff responsible for the Individualized Treatment Program (ITP) for each juvenile should make sure there is a meaningful medical/health care component to each one, and that appropriate health care staff contribute to progress reports on meeting ITP goals.
			<p>The Division of Youth Services should thoroughly update the Columbia and Oakley Policies and Procedures Manuals regarding the treatment of all categories of special needs students. Areas that need to be addressed specifically include:</p> <ul style="list-style-type: none"> • A complete policy statement about dietary practices; • A policy statement about nutritionally adequate diet incorporating the Food Guide Pyramid; • The process for using special medical and dental diets; • A policy statement regarding the health treatment of females;

			<ul style="list-style-type: none"> • A policy statement about pregnancy management; • Policy recognition of the greater risk of suicide and other psychological problems among incarcerated girls than among boys.
			Licensed psychologists should meet with counselors on an intermittent basis to discuss the needs of youths, and to ensure the treatment plans are followed. Medical personnel should also be present at “staffings” to ensure that special medical needs are accurately represented on the treatment plans.
			Programmatically, licensed psychologists and health care staff should participate in monthly progress report meetings on the juveniles prior to parole reports.
			Columbia should bring written policy regarding suicide precautions in line with practice. Columbia should use the same written policy that Oakley uses regarding treatment for students on the suicide precaution list. The policy calls for counseling rather than using punitive or disciplinary measures.
			Registered nurses should give medical counseling pertaining to mastering special medical conditions (perhaps group sessions in the dormitories) to affected youth. This should be coordinated with the counseling staff to ensure connection between medical observations and treatment.
			The Department of Human Services should ensure that the budgets for both facilities support staffing all living areas with at least two counselor aides or juvenile correctional officers at all times.
			In addition to the informal system currently in operation, the Columbia and Oakley health care policy should have a formal grievance procedure for youth to lodge complaints about abuse, including sexual abuse.
			The Division of Youth Services should include a written statement in the facilities’ Policies and Procedures Manuals to inform juveniles and staff that those who report alleged abuse will be protected from retaliation.
			The facilities should revise student handbooks to incorporate policies regarding appropriate staff contact with students.
			Upon hiring, new employees should receive an additional 32 hours of pre-service orientation on topics that would promote the treatment and understanding of youth. These topics should include, but should not be limited to, stages and pathways of adolescent development, communication skills that include verbal de-escalation techniques, behavior management, basic training related to medical care, effects of drug use, and potential negative effects of

			isolation. The facilities should consider pairing new counselor aides and juvenile correctional officers with counselors for this orientation.
			<i>Follow-up (12/02): The Mississippi Department of Human Services Division of Youth Services (DYS) responded to recommendations concerning health and safety issues at the Oakley and Columbia Youth Training Schools. Regarding access to medical care by the youth, DYS adopted and distributed to administrative and medical staff a Comprehensive Medical Policies and Procedures Manual; issued an RFP and received three responses from consulting firms for establishing minimum health standards, establishing guidelines for preventive health care, and a reviewing a number of other program activities; a health-trained staff member will coordinate health delivery services at each facility. DYS is recruiting a nurse for the Columbia facility; a nurse resides on campus at Oakley, and Oakley has combined the two infirmaries into one unit, while construction has begun on a new medical clinic there. DYS has issued an RFP for dental services. DYS is working with a variety of service providers to provide preventive care to the youth in a number of areas, from sexually transmitted diseases to nutrition and pre-natal care. The new medical clinic will have two infectious isolation rooms. Mobile partitions are used at both institutions to further insure privacy during medical screening/examinations. Physicians are and will be the medical authority for determining treatment at both institutions. DYS has expanded training in the use of physical, mechanical, and chemical restraints, including restraint chair use. DYS has secured block grant funds for fifteen juvenile correctional officers. A formal grievance procedure for youth to lodge complaints about abuse is in place at both institutions, and a student handbook (detailing student rights and due process) for both is under department review.</i>
452	A Review of the Board of Chiropractic Examiners	October 7, 2003	The Board of Chiropractic Examiners should ensure that the state jurisprudence exam meets professional testing standards by: improving content validity (coverage) by including at least two questions from each area of chiropractic law; improving face validity (presentation) of the licensure exam by editing typographical errors; reporting items missed to the candidates for their own improvement; and, providing basic statistical feedback to the board regarding the types of items missed.
			The Board of Chiropractic Examiners should develop written policies regarding professional complaint filing and handling procedures.

			Specifically, complaint-handling procedures should address docketing, assigning case numbers, investigating, and resolving. Complaint records should be maintained for informal, anonymous, and written complaints. The board should also clearly state in its policies what information is available to the public. The board should track and analyze information on informal and anonymous complaints to identify areas of non-compliance or substandard treatment for possible investigation.
			As required by MISS. CODE ANN. § 73-6-19 (4) (1972), the Board of Chiropractic Examiners should utilize formal hearings to sanction noncompliant practitioners and document its actions through formal orders in the board's minutes. The Legislature should amend § 73-6-19 to allow for consent decrees and letters of advice in any matter not involving quality of care.
455	A Review of the Board of Cosmetology	November 6, 2003	The Board of Cosmetology should have its state law and practical examinations validated in order to ensure that they measure the knowledge, skills, and abilities necessary to entry-level competent practice.
			The Board of Cosmetology should review its process for granting reciprocal licenses to eliminate subjectivity and possible exclusion of qualified candidates. To ensure that applicants meet the statutory requirement that they can read, speak, and write English, the board should consider developing a valid reading comprehension test for applicants. Applicants could be required to answer some questions in writing and some orally to measure their ability to read, write, and speak English. The board should also rely on information obtained through a background check to the extent possible to verify applicants' education, experience, and identity.
			The Board of Cosmetology should reconsider its practice of issuing temporary work permits to students who have completed the prescribed hours in an accredited school until the next examination is held.
			The Board of Cosmetology's inspectors should complete all items on inspection forms in order to ensure that all activities designed to protect the public are being carried out by the licensee.
			The Board of Cosmetology's inspectors should write violation reports for all violations in order to maintain a record that serves as the basis for determining appropriate penalties.
			The Board of Cosmetology should categorize and analyze the complaints that it receives in order to reduce their recurrence through the adoption of necessary measures such as possible changes to rules and regulations.

			The Board of Cosmetology should enforce laws and regulations related to the unlicensed practice of cosmetology.
			The Board of Cosmetology should adopt a formal fine structure based on severity of the violation and consistently impose fines according to this structure in order to deter individuals from violating laws, rules, and regulations governing the practice of cosmetology.
461	A Review of the Department of Health's Onsite Wastewater Disposal System Program and Food Protection Program	December 19, 2003	MSDH should increase its regulatory oversight of professionally engineered wastewater systems by requiring engineers to submit a plan of corrective action on deficient systems. MSDH should amend its policy and require issuance of a letter from the department addressing any concerns or problems with engineer-designed and installed systems that need final approval. In response to the letter, the engineer should submit a written corrective action plan to illustrate how he or she intends to correct the problem.
			MSDH should inspect food establishments with the frequency required by regulations and adhere to the timeliness standards specified in regulations.
			MSDH should review district resources to determine why some districts are not performing to regulatory guidelines. MSDH should evaluate staffing requirements to determine whether resources should be reallocated to fill vacant district environmentalists' positions to enhance program performance.
			MSDH should require district environmentalists to utilize the restaurant inspection computer program monthly as a quality assurance tool to ensure that environmentalists are performing both renewal and minimum required inspections on a timely basis.
			The MSDH Food Protection Program should implement a risk control plan for follow-up inspections to ensure facilities are inspected in a timely manner. Depending on the severity of a violation, the program's staff should establish general guidelines and time frames for follow-up inspection. The food facility should submit a corrective action plan if the non-critical violation cannot be corrected within thirty days.
462	A Review of the Department of Human Services' Division of Child Support Enforcement	December 19, 2003	The Division of Child Support Enforcement should perform a thorough analysis of county and regional staffing levels regularly and redistribute existing staff according to caseload demands. The analysis should include distribution of child support enforcement officers, supervisors, attorneys, and clerical staff.
			The Division of Child Support Enforcement

			should develop policies and procedures for working with all licensing entities that are not electronically connected to the department's database. If data cannot immediately be electronically connected, the Division of Child Support Enforcement should develop other procedures for collecting license information and protocol to suspend licenses from those entities.
			The Division of Child Support Enforcement should change the METSS procedures to comply with state law requiring license suspension when a noncustodial parent is delinquent with child support payments unless the noncustodial parent pays the full amount of the arrears or signs an agreement to pay the noncustodial parent. The establishment of an income withholding order within the noncustodial parents' notice period that does not increase the payment of arrears should not exempt a noncustodial parent from license suspension. The Division of Child Support Enforcement should change the METSS system to send an alert notice to the child support enforcement officer at the end of the notice period informing the officer to review the case for license suspension even if an income withholding order was activated within the notice period.
			The Division of Child Support Enforcement should change the METSS system so that alerts to child support enforcement officers at the end of the ninety-day notice period cannot be deleted until action has been taken on the case. Because supervisors can obtain a record of these alerts, changing the alerts would allow supervisors to monitor more easily whether the child support enforcement officers have taken action on the cases that have outstanding alerts regarding license suspension and whether the actions taken comply with policy.
			The Division of Child Support Enforcement should develop procedures to monitor the effectiveness of license suspension as an enforcement tool. The Division of Child Support Enforcement should develop procedures to collect data regularly on the number and types of licenses suspended and reinstated. Instead of only collecting data on lump sums of arrears payments collected due to license suspension, The Division of Child Support Enforcement should also collect data on increased monthly arrears payments due to license suspension.
			The Division of Child Support Enforcement should create a monitoring system for tracking the period between arrival and distribution of child support checks that includes stamping dates on checks upon arrival. The Central Receipting and Disbursement Unit's staff should stamp each check with the date received

			at the same time that it is stamped with the endorsement.
			The Division of Child Support Enforcement should change cash handling procedures to comply with segregation of duties requirements. The Division of Child Support Enforcement should create a procedure that ensures that the person who accepts cash payments does not also post the payments in the computer system.
			The Division of Child Support Enforcement should revise its policy and procedure manual to include specific instructions regarding the referral of employers who send returned checks to the CRDU to the district attorney's Bad Check Unit if the division's collection attempt is unsuccessful.
			The Division of Child Support Enforcement should create a unified performance monitoring plan that encompasses performance measures, data collection, and reporting responsibilities for state, regional, and county office staff. This plan should include incentive performance measures. The Division of Child Support Enforcement should include the plan in the policies and procedures manual.
			The Division of Child Support Enforcement should improve communication of performance measures and results to county staff, including child support enforcement officers, by providing county, regional, and statewide results on all federal incentive, self-assessment, and state performance measures at least on a quarterly basis. The Division of Child Support Enforcement should communicate performance results through written reports provided to all staff, as well as through discussion at county-level staff meetings.
			The Division of Child Support Enforcement should report state performance targets as percentages instead of raw numbers to make them more meaningful. For instance, instead of measuring the dollars collected in current support, measure the support dollars collected as a percentage of the support dollars owed. The target, then, would be a percentage of collections owed, instead of a dollar amount that lacks context.
			The Division of Child Support Enforcement should create a methodology for setting the amount of the yearly state target (e.g., creating a standard to increase targets perpetually by a certain percentage over the previous year.)

			The Division of Child Support Enforcement should create special improvement project ideas, eliciting input from state office, regional, and county staff and submit applications for federal Office of Child Support Enforcement Special Improvement Project funding yearly as it is available.

Public Safety

Report Number	Title	Date of Report	Recommendation
403	The Mississippi Emergency Management Agency: A Review of the Public Assistance Program's Disaster Claims Processing	January 3, 2000	MEMA should adopt performance standards to measure its timeliness in accomplishing its responsibilities in the disaster recovery process from the disaster declaration to grant closeout.
			MEMA should amend its Application for Public Assistance to state that the subgrantee agrees to return all unspent federal funds for uncompleted small projects prior to requesting additional funds for other projects. This refund could include subtracting the amount owed from any other federal funds owed to it for other approved work when the owed amount is larger than the refund.
			Through reallocation of existing resources, MEMA should implement a management information tracking system that unifies the multiple systems currently used. This system should include performance standards for measuring efficiency and should be capable of tracking by subgrantee.
			MEMA should adopt and implement, when necessary, a policy that it will assign and employ, if required, sufficient temporary staff resources to work all open disasters simultaneously during multiple disasters. These temporary resources could include temporarily assigned individuals from other MEMA divisions, contract employees paid from federal grant funds and the State Disaster Trust Fund, or a combination of these resources.
			MEMA should pay the federal share for small projects as soon as practicable after federal project approval.
			MEMA should require subgrantees to submit quarterly progress reports for incomplete projects. This status report is required by federal regulation.
			In order to reduce the backlog of claims to be audited, MEMA (with the cooperation of the State Auditor) should privately contract to acquire temporary audit resources. The State Auditor should provide MEMA with assistance in preparing a request for proposals, evaluating responses, recommending a contract award, and overseeing audits conducted by the contractor.
			<i>Follow-up (8/00): MEMA implemented the report proposals concerning sufficient temporary staff resources for disaster recovery operations; payment of federal share for small projects; and, quarterly progress reports for incomplete, on-going, and new disaster projects. Further, the agency was also working on implementing proposals for timeliness performance standards</i>

			<p>for the disaster recovery process, a reimbursement policy for federal funds of uncompleted small projects, and a unified management information system to measure the efficiency and effectiveness of the disaster assistance program. Additionally, the agency planned to re-introduce its legislative proposals for mandatory training, designating the appropriate individual as its disaster recovery agent, and funding withholding authority for sub-grantees that died in the 2000 Regular Legislative Session. Finally, MEMA and the State Auditor accomplished the proposal that required joint action to eliminate a backlog of non-audited disaster claims.</p>
406	A Review of the Mississippi Bureau of Narcotics' Staffing Actions	July 12, 2000	<p>By September 1, 2001, MBN should conduct a documented, objective needs analysis to determine its actual personnel resource requirements for each employee category in this report. The results of the needs analysis should be used to reassess the number of personnel positions considered for authorization in the FY 2003 MBN Appropriation Bill.</p> <p>MBN should perform this formal needs analysis using, at least, the following evaluation criteria:</p> <ul style="list-style-type: none"> a. population; b. demographic trends and changes; c. geographic trends and changes; d. drug usage patterns; e. complaints from law enforcement and citizens; f. agent productivity in number and quality of cases; g. judicial district characteristics; and, h. other existing drug enforcement operations in the state.
			<p>MBN should develop a comprehensive, coordinated personnel recruitment and selection plan in conjunction with the State Personnel Board that clearly defines the sequential tasks, responsible individual(s), completion dates, and periodic management evaluations of plan status.</p>
			<p>MBN, in conjunction with the State Personnel Board, should revise the minimum employee qualifications for all bureau position descriptions that require a sworn officer. These qualifications should clearly state the need to be a currently certified state law enforcement officer at the time of employment and require that a copy of the current state law enforcement</p>

		<p>officer certificate be attached to the job application. The only exception would be new bureau agents who are not coming from another law enforcement agency.</p>
		<p>Due to the cost of conducting its own general law enforcement officer training, the bureau should:</p> <ul style="list-style-type: none"> a. send its new agents to the Mississippi Law Enforcement Officer Training Academy for their general law enforcement training for state certification in order to minimize the state's training cost. b. limit its training academy for newly hired agents to specialized training in drug enforcement duties and responsibilities. <p>If MBN continues to operate its general law enforcement officer training academy in FY 2001, the Mississippi Department of Finance and Administration should require the bureau to establish a separate cost center that collects and accounts for all cost components.</p> <p>DFA should conduct a cost study to determine if MBN can provide the general law enforcement officer training at a lower daily per student cost than the Mississippi Law Enforcement Officer Training Academy. The results of this study should be provided to MBN and the Joint Legislative Budget Committee prior to September 15, 2001.</p>
		<p>MBN should develop and implement improved performance measurement standards that would provide a better means of evaluating the effectiveness and efficiency of its law enforcement operations and support activities. These new standards should go beyond the basic law enforcement statistics of initiated cases, arrests, training events, or drug education events.</p> <p>MBN should measure program outputs and outcomes relative to state, regional, or national established performance goals. Some possible standards for measuring this performance are the:</p> <ul style="list-style-type: none"> a. number of closed cases as a percentage of initiated cases categorized by grand jury indictment, unfounded (innocent suspect), and death of suspect. These cases should be measured by class of drugs, crime classifications, and type of suspects (major supplier, major dealer, street dealer, and street distributor);

			<ul style="list-style-type: none"> b. increases in the number and percentage of grand jury presentments resulting in No and True Bills for the type of arrested suspects; c. number of convictions as a percentage of arrests by the type of suspects and crime classifications; d. value of drug seizures and forfeited personal property by class of drug, type of property, percentage of MBN retained dollars versus MBN returned dollars, and type of suspect; and, e. number of surveillance hours per dollar value of drug seizures and forfeited personal property by class of drug, type of property, percentage of MBN retained dollars versus MBN returned dollars, and type of suspect.
			<p><i>Follow-up (4/01): The Mississippi Bureau of Narcotics (MBN) partially implemented the proposal for performance effectiveness and efficiency measurement standards. The MBN Director was also assessing the need to accomplish MBN's basic law enforcement training at its separate training academy and issued a general order to accomplish the intent of the proposed legislation to establish a comprehensive policy for its civilian personnel carrying a weapon. However, the bureau did not implement the proposals for a needs analysis for personnel positions, a comprehensive personnel recruitment and selection plan, and revised minimum employee qualifications for certified law enforcement officer positions.</i></p>

Public Utilities

Report Number	Title	Date of Report	Recommendation
447	A Management Review of the Chickasawhay Natural Gas District	July 8, 2003	<p>The State Auditor should consider whether the board of directors and/or district staff should repay the CNGD for:</p> <ul style="list-style-type: none"> • missing appliance inventory items (i.e., \$2,889 in items not paid for by customers and \$6,329 in items unaccounted for by physical count); • missing funds for documented sales and delivery transactions where the district has not collected the total retail cost (i.e., \$544); and, • funds related to other matters identified in the report (e.g., the District Director signing the 1998 communication services agreements before the Board of Directors approved them).
			<p>The CNGD's Board should prepare and maintain an administrative policies and procedures manual for the use of the district staff. One of these policies should implement internal controls for cash, petty cash funds, and purchasing such as those required of state entities in the <i>Mississippi Agency Accounting Policies and Procedures (MAAPP) Manual</i> of the Department of Finance and Administration. Some examples of these controls are:</p> <ul style="list-style-type: none"> • prenumbered customer charge tickets, cash receipt books, customer service orders, meter orders, and petty cash forms; • segregation of clerk duties; • pre-audit of amounts billed to individual customers; and, • a standard bid quote form.
			<p>The CNGD's Board should revise its monthly pricing formula for residential and commercial customers to include a purchased gas adjustment factor.</p>
			<p>The CNGD's Board of Directors should implement standard business practices, including annual budgets, a capital improvement plan, and a vehicle fleet management program, to manage its administrative functions and assets.</p>
			<p>The CNGD should comply with Internal Revenue Service Regulation 26 CFR Section 1.61 governing reporting of personal use of vehicles.</p>
			<p>The CNGD's Board should request instructions from the State Auditor as to how to legally</p>

			conduct a bulk sale of its remaining gas appliance inventory. Upon receipt of the instructions, the district should conduct the sale as soon as possible in order to recoup some of its investment in the appliances.
			The CNGD's Board should consider contracting with an individual or firm for a performance audit every three to five years.
			The District Director should comply with all state purchasing laws, including those regarding construction projects. All members of the CNGD's Board should comply with MISS. CODE ANN. § 25-4-25 (a), which requires the filing of annual Statement of Economic Interest reports.
			The CNGD's Board should adopt a policy that clearly describes acceptable and unacceptable practices for business relationships between the CNGD's staff and the district's vendors and contractors. This policy should also include disciplinary actions for violations up to termination, depending on the severity of a policy violation.
451	A Review of Alcorn State University's Provision of Utilities to Private Residences	October 7, 2003	See Education section, page 41.
463	A Management Review of the Municipal Gas Authority of Mississippi	December 19, 2003	The MGAM Board of Commissioners should establish an analytical methodology to establish its basic and special membership services fees, as well as its administrative fees for its long-term gas supply projects.
			The MGAM Board of Commissioners should review its policy of requiring organizational membership to participate in any annual refund of excess revenues from prepay gas supply bond projects and consider adopting a policy to distribute these revenues equitably to all full-time project participants regardless of their membership status.
			The MGAM and MEAM should use a formal contractual agreement on a continuous basis to define financial and support responsibilities. This agreement should include, in part: <ul style="list-style-type: none"> a. an established employee time accounting system for determining the correct share of employee compensation for each authority; b. the necessary workload analysis method(s) that will be used to determine the correct share of other unidentifiable administrative and operational expenses for each authority; c. an established personnel management

			<p>system for managing and evaluating joint staff. This system should include, in part: written position descriptions with minimum job qualifications; established job performance standards for “below,” “meets,” and “exceeds” evaluation categories; and,</p> <p>d. the MGAM and MEAM personnel compensation policies concerning cost-of-living, performance, and salary alignments for their joint staff.</p>
			The MGAM Executive Director should publish an MGAM Policies and Procedures Manual for the authority.

Retirement System

Report Number	Title	Date of Report	Recommendation
426	A Review of the Public Employees' Retirement System's Disability Determination Process	November 15, 2001	If the Legislature opts to keep the disability determination process within PERS, PERS should take steps to increase the objectivity, fairness, and consistency of its disability determination process. These steps should include developing written criteria for what constitutes a disabling condition and requiring its medical board to issue detailed written explanations for its determinations.
			<i>Follow-up (07/02): During its six-month follow-up review, PEER determined that the Public Employees' Retirement System (PERS) has only taken two of the six action steps recommended under Option 1 in the report. While PERS asked its medical board members to attend an educational training program focusing on disability determination in FY 2003 and cease its practice of disclosing the amount of an applicant's benefit to those responsible for making disability determinations, the agency has not developed written criteria for what constitutes a disabling condition, required a detailed written explanation of determinations made by the PERS medical board, or developed a checklist of required medical tests for types of disabling conditions.</i>
441	A Review of the Administration of the Public Employees' Retirement System	December 17, 2002	In accordance with requirements in the PERS appropriation bills, the Department of Finance and Administration should ensure that the Mississippi Comprehensive Annual Financial Report includes expenses for the renovation of the two PERS buildings and that all expenditures for the renovation projects continue to receive its review and approval.
			PERS should study its contribution collection system to develop accuracy controls in order to meet its fiduciary responsibility to assure accurate reporting. The areas that should be studied include annual verification of Social Security information as required by MISS. CODE ANN. Section 25-11-123 (f) (1972); methods to correct monthly reporting errors from public employers; periodic random audits of data collected; and automated system controls within GENESIS for checking of overreported wages. If PERS does not believe that it is practicable to gather the Social Security information or if other sources of comparable data are more accurate and appropriate, PERS should develop an alternative and recommend that this section be repealed.
			PERS should comply with the provision in MISS. CODE ANN. Section 25-11-121 (1972) that requires that the executive director acquire a

			surety bond.
			PERS should review its decision with respect to the purchase of bond coverage for its board members. In light of the fact that board members are in a position to certify expenditures in error, PERS should consider whether it would be advisable to procure fiduciary insurance or public official bond for the members of the PERS board.
			<i>Follow-up (10/03): During its six-month follow-up review, PEER determined that one of five recommendations has been implemented by the Public Employees' Retirement System (PERS). While PERS has taken action to secure a surety bond for its executive director, the agency has not implemented a recommendation to purchase bond coverage for all of its board members. Also, PERS has not taken action on a recommendation to study its contribution collection system but indicated that there are plans to evaluate the effectiveness and efficiency of the current monthly wage and contribution collection process in FY 2004. Two PEER recommendations required legislative action that would have given the Department of Finance and Administration's Bureau of Building oversight of PERS' two building renovation projects and authority to review and approve all project expenditures. However, the Legislature did not include any language in PERS' FY 2004 appropriation bill to require the Bureau of Building to oversee the renovation projects.</i>

State or Local Government Management

Report Number	Title	Date of Report	Recommendation
407	Managing Travel Expenditures	July 11, 2000	State agencies should develop methods to ensure that all travel is economical and necessary to meet programmatic needs of the agency.
			DFA should make appropriate changes in the state accounting system to allow identification of the total costs of operating state-owned passenger vehicles.
			The Office of the State Auditor should maintain a historical database of the inventory values of passenger and non-passenger vehicles so that trends in growth and purchases can be determined.
			DFA, the Board of Trustees of Institutions of Higher Learning, and the State Auditor should develop and implement a travel management information system that captures comprehensive travel-related data in a uniform format.
			As required in MISS. CODE ANN. Section 25-1-81, state agencies should include vehicle management data in their annual reports.
			<p>DFA contracts should require vendors (e.g., travel agents, fuel management contractors) to maintain management data in electronic format on a historical basis, readily available to DFA and other oversight agencies.</p> <p>For example, DFA should require its travel agent or agents to provide and maintain historical information of state employee travel expenditures by type (including exception and savings reports) in electronic format. If DFA contracts with multiple travel agents, DFA should require them to provide and maintain the information in a uniform format so that DFA and auditors can easily analyze the information.</p>
			DFA should analyze travel data and vendor information to identify emerging trends in travel costs and develop needed cost controls on a more timely basis.
			DFA should explore the feasibility of utilizing available real-time audit programs to determine whether travel agents quote the lowest cost restricted fare to employees.
			DFA and state agencies should require personnel using the Fuel Man credit card system to input accurate mileage data into the system when they refuel, so that the data can be used to analyze vehicle usage and to determine vehicle maintenance schedules.
			DFA should develop a method for determining the most efficient mode of transportation and implement a policy requiring state agencies to utilize the method.

			DFA should require its reservation agents to always quote the lowest restricted fare for every employee itinerary, in addition to quoting the state's contract airline fare. DFA should strengthen the language in its contract for travel agent services to state that, for heavily traveled locations, airline agents must quote the lowest air fares among the various airports at those locations.
			<p>State agencies should develop internal policies outlining when it will be acceptable to use higher-priced airline fares in place of the restricted non-refundable fares. For instance, an agency might establish a policy to use a non-restricted higher priced fare when:</p> <ul style="list-style-type: none"> • there is a high likelihood that trip plans may change, or, • no substitute travel will be required or forthcoming if the trip is cancelled.
			DFA should require that everyone in state government use e-tickets (paperless tickets) and should re-bid the travel agent contract on this basis.
			In implementing the system of state motor pool(s), DFA should assess the costs and benefits of leasing vehicles to state agencies and also the costs and benefits of contracting with an automobile leasing agency to supply the state's automobile needs.
			<p>DFA should consider the feasibility of implementing an in-house travel agency for state agencies and institutions of higher learning versus the current method of paying transaction or management fees to an outside travel agent or agent(s). Having an in-house travel agency could include:</p> <ul style="list-style-type: none"> (a) obtaining a travel agency license and necessary equipment and hiring a full staff of state employees who have the expertise for travel agency accounting and reservation services; or, (b) entering a management contract with a travel agency to provide reservation agents, equipment, and accounting services. <p>DFA should choose the option that is most cost-beneficial to the state. If DFA determines that an in-house travel agency is the best option, DFA should:</p> <ul style="list-style-type: none"> a. propose necessary amendments to CODE sections; and,

			<p>b. oversee the daily booking transactions of the reservation agents, including quality control reviews.</p> <p>If DFA continues to contract for travel agency services, DFA should:</p> <p>(a) develop a request for proposals for travel agent services with two primary options: bidding on transaction fees on the basis of being a sole travel agent or of being one of multiple travel agencies, and,</p> <p>(b) maintain a system of oversight of travel agency compliance with state policies, including reviewing whether reservation agents have quoted lowest-price fares for all flights.</p>
			<p>DFA should study the feasibility of implementing a system of per diem reimbursement for overnight travel (one rate to include lodging, meals, and incidentals).</p> <p>In absence of a system of per diem reimbursement, DFA should actively negotiate lower hotel rates by requiring competition among bidders in those areas of the state where there are sufficient numbers of hotels available for a competitive system, such as Jackson and the Gulf Coast. DFA should then require that agencies use either the contract hotels, hotels with rates lower than the contract rates, or conference hotels when applicable.</p>
			<p>DFA should discuss with other states the feasibility of entering group contracts with travel agents and airlines to take advantage of economies of scale in pricing of services.</p>
			<p><i>Follow-up (04/01): The Department of Finance and Administration (DFA) did not implement most of the eighteen report proposals since its executive director stated that the department would need additional budget and staff to act on them. The DFA Executive Director did note that the Legislature was considering statutory changes to the state's vehicle purchasing system that would require DFA to develop purchase standards to ensure vehicles purchased would be the most economical and efficient for their intended use. This legislation would also repeal MISS. CODE ANN. §25-1-85 (1972) that limits purchases for state entities, contains exceptions to these limitations, and distinguishes between vehicles according to passenger use.</i></p>

417	A Review of the Office of the Secretary of State	April 10, 2001	The Secretary of State's website should offer a direct link to the National Association of Securities Dealers website for searching and accessing security information.
			The Office of the Secretary of State should continue to pursue on-line filing for all applicable documents to enhance the user-friendliness of the office.
			The Office of the Secretary of State should adopt formal procedures establishing uniform policy for the receipt and documentation of complaints involving office services.
			The Office of the Secretary of State should adopt procedures for collecting divisional staffing numbers to be presented in the annual budget request. The procedure should help ensure that the staffing numbers presented in the request are accurate. In addition, the staff should compile and maintain historical staff information and documentation. This compilation should aid in the office's ability to perform future efficiency studies.
			<p>The Office of the Secretary of State should construct performance measures that will allow it to accurately measure efficiency and effectiveness relative to the office mission. An effective measurement system should include a clear statement of program objectives tied to the organizational mission and the measurement of achievement of each objective using indicators that are:</p> <ul style="list-style-type: none"> • comprehensive (the indicators measure the program's objectives); • relevant (the indicator is directly or indirectly related to the objective); • valid (the indicator measures what it purports to measure); • verifiable (there is adequate supporting documentation for the actual figure presented); and, • accurate (recalculation provides the same figure as that which is presented).
			The Office of the Secretary of State should adopt formal written policies and procedures for each division to standardize how individuals are to perform the required work.
			The Secretary of State should include in its annual report an accounting of revenue and expenditures for the Public Trust Tidelands Fund, the Land Records Maintenance Fund, and The Securities Act Enforcement Fund.
			<i>Follow-up (04/02): The Secretary of State implemented the report proposals. They included a website link to the National</i>

			<i>Association of Securities Dealers, expansion of on-line filing for the Business Services Division's documents, constituent complaint policy, written policy and procedures for budget staffing numbers and work performance processes and tasks, performance effectiveness and efficiency measures, and public reporting of revenues and expenditures for the Public Trust Tidelands Fund.</i>
425	State Agencies' Use of Cellular Telephones	November 13, 2001	The State Auditor should direct all agencies to list cellular telephones and other wireless communication devices on inventory regardless of whether they were provided free or are not currently in use.
			The Department of Finance and Administration should direct state agencies concerning the preferred code or codes to be used for charges for cellular telephones and for other forms of wireless communication.
			<i>Follow-up (07/02): During its six-month follow-up review PEER determined that the Department of Information Technology (ITS) acted administratively to establish a checklist and an acceptable use policy but deferred the development of specific policies concerning justifications for and selection of cellular service to individual state agencies. In addition, the department issued an RFP (3280) for a new Express Products List (EPL) that establishes a one-year service contract with an optional one-year extension provided the plan is listed on the current EPL or more competitive than plans currently offered. The new EPL limited vendors to direct service providers only and the number of plans vendors may propose; encouraged vendors to offer pooled minutes and requested premium pricing for statewide coverage based on a flat rate.</i> <i>The State Auditor distributed a memorandum to all state and university property officers advising that in accordance with state law, all "items purchased or otherwise acquired", regardless of whether they are in active service, must be placed on inventory. The Department of Finance and Administration (DFA) collaborated with ITS to establish specific procedures for reporting cellular phone expenditures.</i>
429	The Bureau of Building's Management of Construction Change Orders	May 14, 2002	The bureau should require its selection committee members to rate contract professionals against pre-determined criteria for selection and complete evaluation forms documenting that process. The bureau should retain these forms as documentation of its selection process for a selected period, such as three years after the process has been completed. The evaluation forms should

			require that the professionals' record of managing changes to contracts be evaluated.
			<p>The bureau should develop policies and procedures to implement its goal of increasing competition among contract professionals who are awarded construction contracts. In doing so, the bureau should study other states' policies and consider their potential for application in Mississippi, including those that:</p> <ul style="list-style-type: none"> • base a part of the selection process on consideration of the volume of work the firm has performed for the state (i.e., giving extra points to those who have not done work for the state recently); • include an element of cost competition in the criteria for selection.
			The bureau should revise its internal procedures to require that bureau staff construction administrators obtain complete cost itemizations (e.g., quantities of labor, materials, and equipment) from contract professionals before change orders can be approved.
			The bureau should revise its internal procedures to require that bureau staff construction administrators obtain complete cost itemizations (e.g., quantities of labor, materials, and equipment) from contract professionals before change orders can be approved.
			The bureau should revise the standard contract with the general contractor to require that the contractor <i>always</i> provide change order cost quotes to the contract professional that include quantities of labor, equipment, and materials (unless documentation in files gives a specific, legitimate reason for a waiver).
			The bureau should inform the contractors in the pre-construction conferences that they will always be required to itemize their quotes into quantities of labor, equipment, and materials.
			<p>The bureau should revise its professional contracts to conform to policy by requiring the contract professional to:</p> <ul style="list-style-type: none"> • analyze and document the reason for and cost of change orders before presenting them to the bureau; and, • certify in writing that the costs have been examined and documented and have been found to be reasonable. This could be accomplished in practice by revising the approval forms to require the statement.
			The bureau should implement policies and procedures requiring its personnel to review change order proposal costs and document their review. The bureau's policy should also require its staff and the contract professional to verify and certify that the change order costs

			are not already included in the bureau's contract with the general contractor.
			The bureau should determine the types of training that a staff construction administrator needs to analyze and determine the cost efficiency of proposals for change orders. The bureau should research ways to conduct training at minimal cost and develop a routine system of training for its administrators. To provide training at a reasonable cost, the bureau could consider requesting help from retired and active professionals, academics, and contract estimators without direct ties to the state contracting process who would train the staff at bureau offices.
			The bureau should develop policies and procedures related to errors and omissions to give guidance to staff construction administrators in identifying, investigating, and resolving problems that might arise. As part of such procedures, the bureau should revise its standard change order forms to require that bureau staff note whether a change order is caused by an error or omission, an unforeseen circumstance only, a scope change by the tenant agency, or for some other reason. This would require the construction administrator to address the question of potential errors and omissions directly and would require that the issue be discussed and resolved by bureau management.
			In some cases, all or part of the increased costs due to errors and omissions may be owed to a third party such as a contractor, and the professional may elect to negotiate directly with the contractor and pay the contractor directly for the work. In those cases, the bureau should require that all work added to the project for the errors or omissions be reported to the bureau. As a result, the bureau would be able to monitor the total cost of the contract and the status of change orders and errors and omissions, information which is currently not recorded in the bureau's data.
			The bureau should consider prohibiting construction oversight work on a given project by those professionals who perform design work on that project. This would help to avoid a conflict of interest on the part of an architect or engineer who might hide, during the construction oversight stage, an error or omission committed that he or she might commit during the design stage.
			The bureau should study its system of compensating contract professionals and also study the compensation systems and contract provisions of other state building agencies. The study should seek to find better and more cost-effective ways to provide financial incentives and disincentives to the contract professionals

			<p>to encourage them to reduce change order costs.</p> <p>In devising a new compensation system to improve cost effectiveness, the bureau should consider revising the standard professional contract as follows:</p> <ul style="list-style-type: none"> eliminate the practice of reducing the contract professionals' fees when change orders reduce the contract cost, but offset the costs of this with a decrease in overall fees paid to professionals. Thus, professionals who are successful in keeping costs down would not be directly penalized, as is currently the case. require an automatic denial of a change order fee if the bureau determines an error or omission was committed. require the professional to pay the bureau or contractor for the portion of change order costs caused by an error or omission, unless all or a portion is waived by the bureau. require a reduction in the final payment to the professional by a specified amount (determined by the bureau) if final change order costs (excluding agency changes) are 2% or more above the original contract amount.
			<p>The bureau should begin to collect and analyze information and develop reports to help in the overall management of change orders. For example, the bureau should develop a system to classify change orders by type, such as requesting entity (bureau, professional, tenant agency, contractor) and reason (error, omission, scope change).</p>
			<p>Bureau personnel should comply with the bureau's policy of evaluating architects and engineers on their performance twice during the lifespan of a project. The bureau should document this evaluation, compile the information in a management information system, and use the data to assist during the selection process in rating contract professionals on their experience working for the state.</p>
430	A Review of County Information Systems	June 4, 2002	<p>The Mississippi Department of Information Technology Services should be used for the central oversight and coordination needed in order to guide development/evolution of systems and assure accessibility (user friendliness), accuracy, utility of the information captured, and to improve the economy of local</p>

			system development and implementation by developing and hosting shared information resources.
			In order for the state to be successful in the implementation of a state/local information system, there should be strong sponsorship by all parties.
			The Task Force should develop universal policies and standards for the implementation of a state/local information system. The Mississippi Department of Information Technology Services should ensure that these policies and standards are followed by all counties and state agencies.
			Each county should be required to retain records in the same standard format.
			With the proliferation of personal computers and internet connectivity, the Task Force should determine if counties should develop web pages and links to public information.

440	The Department of Finance and Administration's Management of Construction Projects at Selected State-Owned Buildings	December 17, 2002	<p>The State Auditor should conduct a compliance audit of the four personal services contracts associated with grounds or building cleaning at the Woolfolk Building.</p> <p>If this audit identifies these expenditures as an unauthorized use of bond funds, the state should make a claim against the surety bond of the Executive Director of the Department of Finance and Administration under MISS. CODE ANN. Section 7-7-211 (1972).</p>
			<p>The Bureau of Building should use a modified change order form that includes a cost summary sheet for the proposed work. This sheet should list the following costs for the general and each trade contractor:</p> <ul style="list-style-type: none"> • labor; • labor burden (fringe benefits); • material; • equipment; • overhead and profit amount; and, • total cost.
			<p>The Bureau of Building should require the general contractor and each trade contractor to substantiate with written documentation the labor burden (fringe benefit) rate that they will charge during the construction project. This cost requirement could be made a part of the contract bid process for the general contractor and at the beginning of a trade contractor's participation in the project.</p>
			Upon the receipt of a change order request, the

			Bureau of Building should determine the total cost for the change order by estimating the long-term debt service costs, so that the total cost of this additional work can be considered in the approval process. If this change order is approved, the bond proceeds and debt service costs should be documented in the Project Accounting and Tracking System.
			The Bureau of Building should modify the Project Accounting and Tracking System to capture milestones essential in tracking time and cost for the various phases and participants in the construction process and use these data elements for management purposes. The bureau should also modify PATS to provide management reports to DFA on a routine or real time basis and capture information concerning bureau and professional team visits to construction sites and project meetings.
			The Bureau of Building should modify PATS to capture the following data elements for change orders and use the information for management purposes: initiator, category, type, and average processing days measured from the date the change order is formally requested.
			The Bureau of Building should change its standard design professional contract to state that the bureau's policy will be to file insurance claims for all change order work that is caused by the professional's design errors, omissions, or documentation deficiencies. Further, the bureau should not pay any additional fees to the professional team for such change orders.
			The Bureau of Building should consider reducing the overhead and profit percentage that it pays to general and trade contractors, taking into consideration the rates paid by other states. The bureau should set a maximum total percentage regardless of the number of participants involved in the contract. The bureau should allocate this percentage proportionately based on the amount of work performed by each contractor.
			The Bureau of Building should modify its bid process to require the general contractor to substantiate with written documentation a detailed breakdown of what is included in the overhead rate that they will charge. The general contractor should subsequently require the trade contractors to do the same at the point of their contract negotiation.
			<i>Follow-up (11/03): The PEER report included proposals for the Department of Finance and Administration (DFA) as well as the State Auditor. DFA did not implement the proposals for documenting contractor labor burden rates, the associated debt service cost for each proposed change order, and amending the professional design contract as well as the construction contractor bid process. However,</i>

			<p><i>the department was working on implementing the proposals for a modified change order form, reducing the overhead and profit percentages paid to construction contractors, and a modified project and accounting tracking system for construction contracts. The department's legislative initiative for reporting estimated debt service cost in pre-planned construction projects to the Legislature for funding died in the 2003 Regular Legislative Session.</i></p> <p><i>The State Auditor did not conduct the recommended compliance audits for four building projects; he was waiting for an opinion from the State Attorney General concerning the possible unauthorized use of bond funds on personal services contracts in the major repair and renovation project for the Woolfolk Building.</i></p>
446	An Expenditure Review of the Golden Triangle Planning and Development District	June 10, 2003	<p>The Golden Triangle Planning and Development District should develop a methodology for calculating requests for local contributions that are to be used for aging and economic development programs within the district. Since revenues routinely exceed expenditures and contribute towards increasing cash balances, the district should develop a methodology that takes into account:</p> <ul style="list-style-type: none"> • other sources of revenue; • need for the service in the locality (e.g., more clients on the waiting list for meals); • demographics of the localities; • previous years' number of clients and service levels; • previous years' expenditures; and, • previous years' grant revenues, which require a local contribution. <p>Subsequent to developing this methodology, the GTPDD should revise its bylaws and Fiscal Operating Manual accordingly.</p>
			<p>The GTPDD Board of Directors should rescind the resolution that denies members of the corporation the right to copy district information. The GTPDD should give written notice to all members of their rights to inspect records as outlined in the MISSISSIPPI CODE.</p>

448	An Expenditure Review of the East Central Planning and Development District	July 8, 2003	<p>The East Central Planning and Development District should develop a methodology for the calculation of local contribution requests, which are to be for aging and economic development programs within the district. The methodology should include:</p> <ul style="list-style-type: none"> • other sources of revenue; • need for the service in the locality (e.g., more clients on the waiting list for meals); • demographics of the locality; • previous year's clients and service levels; • previous year's expenditures; and, • previous year's grant revenues that require a local contribution. <p>ECPDD should formally adopt this methodology and incorporate it into its policy and procedure manual.</p>
456	A Review of the Legality of the Chancery Court Order Directing Annual Payments of Twenty Million Dollars in Perpetuity to the Partnership for a Healthy Mississippi	November 6, 2003	<p>The Attorney General should seek dissolution of the December 2000 chancery court order that directed annual payments of \$20 million to the Partnership for a Healthy Mississippi. In the event that the Attorney General does not seek dissolution of the order, the Legislature should direct the Health Care Trust Fund to employ counsel as necessary to pursue any civil action necessary to either set aside the order or proceed against any person or persons who may have violated their fiduciary duty to the trust by advocating the order directing the payment of twenty million dollars to the Partnership for a Healthy Mississippi.</p>

Tourism

Report Number	Title	Date of Report	Recommendation
460	A Review of the Effectiveness of Local Tourism Commissions	December 19, 2003	In evaluating future project proposals submitted in the grant application process, the Mississippi Development Authority should include evaluation criteria that would base grant awards on project merit, including estimated return on investment.
			Local entities should consider improving methods of measuring financial impact and effectiveness of their tourism programs by gathering uniform and comprehensive data. Local tourism entities should consider tracking customer service quality factors in order to measure their effectiveness in meeting the requests of potential visitors and service satisfaction among potential visitors.
			In compiling its annual estimate of tourism financial impact, MDA should estimate benefits derived from investments made by local tourism entities.

Transportation

Report Number	Title	Date of Report	Recommendation
414	The Mississippi Department of Transportation's Administration of the 1987 Four Lane and Gaming Roads Programs	December 6, 2000	MDOT should fully comply with MISS. CODE ANN. §65-3-97 (9) and present all required information in the annual report to the Legislature.
			MDOT should ensure that all information reported annually to the Legislature in compliance with MISS. CODE ANN. §65-3-97 (9) is accurate.
			<p>MDOT should ensure all pertinent construction contract information is complete, accurate, and in a format which facilitates the preparation of important management information for MDOT management, the Legislature, and other parties. The information should include, at a minimum:</p> <ul style="list-style-type: none"> • Contract let date; • Highway on which contract was let; • Project description, including beginning and ending point of the contract; • Contract length in miles; • Name of winning contractor; • Original contract amount; • Final contract amount; • Total earned by contractor; • Liquidated damages, if any; • Original contract completion date; • Revised contract completion date, if applicable; • Actual contract completion date.
			When calculating total costs for the 1987 Four Lane and Gaming Roads programs, MDOT should use the actual inflation index rate as calculated by MDOT's construction inflation index, provided such calculation is in accordance with and approved by the Federal Highway Administration. Also, any total cost projections should include all known costs such as debt service.
			After completion of Phases I through III of the 1987 Four Lane Program and the prioritization of highways in Phase IV of the 1987 Four Lane Program, Gaming Roads Program, and highways

			not listed in either program, the \$36 million earmarked as MDOT's share of the state's gaming tax for the Gaming Roads Program should continue to be used exclusively for expenses related to the Gaming Roads Program.
			MDOT should reprioritize construction at least every five years until conclusion of the 1987 Four Lane and Gaming Roads programs. The Federal Highway Administration's accepted standards for estimating capacity, determining level of service for highways, and determining construction needs should be a major factor in prioritization and construction. MDOT should report this reprioritized construction schedule to the Legislature in the subsequent legislative session and make available for review its supporting documentation of the revised schedule.
			MDOT should consider all sources of revenue, including the use of federal funds, when addressing maintenance needs.
			MDOT should collect its assessed quantified maintenance needs on a uniform basis from year to year and compare these needs to data on actual roads paved to determine its effectiveness in meeting needs.
			In any case in which the Transportation Commission authorizes the construction of a highway segment of less than ten miles in length, the commission shall set forth and record in its official minutes, on at least a quarterly basis, explanation and justification therefor based upon one or more of the conditions prescribed above.
			MDOT should include in the annual report submitted to the Legislature by the Transportation Commission a listing of all construction contracts less than ten miles let by the commission during the previous fiscal year. Information provided in the listing of construction contracts less than ten miles should include, at a minimum, the following: <ul style="list-style-type: none"> a. Contract let date; b. Highway on which contract was let; c. Project description, including beginning and ending point of the contract; d. Contract length in miles; e. Name of winning contractor; f. Original contract amount; g. Justification and explanation for letting a contract less than ten miles.

		<p><i>Follow-up (09/01): The Mississippi Department of Transportation's (MDOT) response indicated agreement to modify its management information systems to:</i></p> <ul style="list-style-type: none"> <i>• Institutionalize MDOT's project number system to relate all projects within a highway segment;</i> <i>• Retain all budget estimates for each project;</i> <i>• Include documentation of changes in estimate amounts and the related reasons for such changes;</i> <i>• Provide cost information by segment.</i> <p><i>MDOT stated its commitment to improve its efforts to ensure that all reports to the Legislature are accurate and complete. MDOT concurred with the need to reprioritize highway construction plans.</i></p> <p><i>MDOT declined to use the actual inflation index rate as calculated by the MDOT's construction inflation index when calculating total costs for the 1987 Four Lane and Gaming Roads program. MDOT did not specifically state whether it would comply with state law requiring highway construction projects be at least ten miles in length, unless the segment meets the specific exemptions granted under state law. Instead, MDOT reiterated its belief that shorter segments enhance the bidding process.</i></p>
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Veterans' Affairs

Report Number	Title	Date of Report	Recommendation
404	Mississippi's State Veterans' Homes: An Analysis of Increasing Reliance on State General Funds and an Examination of Cost Reduction and Funding Options	May 9, 2000	VAB should require Diversified Health Services to provide direct care nursing staff in accordance with terms of the management contract. Should Diversified Health Services fail to meet required levels of staffing, VAB officials should consult with the VAB attorney and the Attorney General's Office in exercising remedies available under the management contract or any other remedies available under law for breach of contract.
			VAB officials should consult with the VAB attorney and the Attorney General's office to determine possible actions for seeking reimbursement of funds paid to Diversified Health Services for direct care nursing services never rendered.
			VAB should reduce non-nursing staff at the veterans' homes to non-nursing staff levels of comparably sized nursing homes in Mississippi.
			<p>VAB should diligently review management company costs in order to ensure that the company is delivering quality services to VAB as efficiently and economically as possible.</p> <ul style="list-style-type: none"> · Prior to consideration of a new management company contract, VAB should use existing resources to procure an economy and efficiency study to determine the most efficient organization and operation of the veterans' homes. · VAB should carefully consider the terms of future contracts to ensure that VAB's interests are protected. In particular, the board should not adopt contractual language that limits the board's use of remedies provided in a contract for breach of contract.
			The Veterans Affairs Board should return \$620,000 to the state general fund for three months of service it did not receive when it wrote a twelve-month contract rather than a fifteen-month contract for new direct care nursing staff. If VAB does not return the \$620,000 to the state's general fund by June 30, 2000, the Legislature should enact legislation during the 2001 session to transfer the funds from VAB to the state's general fund.
			VAB should use special funds to replace the \$1.62 million in general funds that were inappropriately spent for general operating expenses.
			Whenever VAB has a budget request or appropriations bill pending before the Legislative Budget Committee or the Legislature and VAB learns of a change in federal per diem

			<p>funding levels, the Executive Director should inform the Legislative Budget Committee or the Appropriations chairs of the changes that could impact the VAB's need for special fund or general fund spending authority.</p>
			<p>VAB should improve quality of care by meeting the necessary requirements to provide a certified level of care to VAB residents.</p>
			<p>The board should ensure that it receives all federal and other insurance revenue available to it by strictly enforcing its contract with the Medicare billing contractor to provide such services. Specifically, VAB should implement the procedures necessary to ensure that all eligible Medicare claims are filed and reimbursements received and that all secondary insurance claims are filed and payments received.</p> <ul style="list-style-type: none"> • With respect to collection of secondary insurance, VAB should ensure that secondary insurance (e.g., MediGap, Blue Cross) information on its residents is up to date and that any Medicare Part B filings returned to VAB with a notation of incorrect secondary insurance policy numbers are re-filed with the correct numbers. • If the board elects to continue to contract for such services, it should pay the contractor a flat amount for services provided rather than a percentage or a fee per billing. • VAB must ensure that its medical service providers are properly completing the forms necessary to ensure Medicare Part B reimbursement to the maximum extent allowable.
			<p>The board should include language in contracts with physicians and other medical service providers to reassign their Medicare B reimbursements to the VAB. The assignment language is required by HCFA in those instances in which the board receives Medicare reimbursements on behalf of doctors who provide services for nursing home patients. As outlined in the HCFA document, "Claims, Filing, Jurisdiction and Development Procedures," Section 3060.2 C, the suggested assignment language should be signed and dated by both the facility and the physician and should read as follows:</p> <p style="text-align: center;"><i>It is agreed that only (name of facility) will bill and receive any fees or charges for the services of (name of physician) furnished to patients at the above-named</i></p>

			<i>facility (or specify other limitations of the reassignment).</i>
			The board should review all past remittance notices (explanations of benefits) and secondary insurance contracts of residents to determine whether secondary insurance reimbursement due to the board can be recovered. The board should continue to attempt to recover all possible Medicare Part B reimbursements that were never filed (e.g., podiatrist's services, flu vaccinations).
			After becoming certified, VAB should evaluate the feasibility of filing for Medicare Part A reimbursement and assigning responsibility to residents for Medicare Part A co-payments that can be paid through secondary insurance or family resources.
			VAB should officially amend its resident hospitalization policy to state that all hospital costs, whether at VA hospitals or private hospitals, are the responsibility of the resident (both veteran and non-veteran) and should amend its pre-admission application accordingly.
			VAB should consider increasing resident fees to the extent necessary to support efficient operations of the veterans' homes in lieu of asking for general fund support.
			The Veterans Affairs Board should periodically reassess the feasibility of the homes becoming federally certified to receive Medicaid, in light of changing income levels of state veterans' home residents.
423	A Review of the Veterans Affairs Board's Funding of State Veterans Homes	September 11, 2001	In performing its legislatively required cost-efficiency review for the legislative committees in January 2002, VAB should study the various categories (e.g., minor object codes for budgeting purposes) of expenditures of the Collins home both before and after its operation by VAB to determine areas of efficiency and inefficiency and resulting prospects for improvement.
			In determining whether VAB should continue to operate the Collins home directly or through a management company, VAB should review bids received for private operation and compare them to state costs of operating the home in an efficient manner, as determined in Recommendation 2.
			VAB should specifically review its non-nursing staffing to determine where it may achieve efficiencies, especially at the VAB offices, and determine: <ul style="list-style-type: none"> • where state employee duties overlap with duties already provided by the nursing home management company staff;

			<ul style="list-style-type: none"> where VAB may include state employee duties within the management company contract so that they can be contracted out to the lowest and best bidder—e.g., landscaping and building maintenance services, accounting for resident personal funds, contracting with medical service providers. <p>VAB should calculate the cost of these duties at the state agency level so that it can determine if bids to provide these services are competitive. In order to determine this, VAB can require the bidders for management company services to bid separately for these items but as part of the overall contract.</p> <p>Regarding services currently provided by state employees that VAB may choose to contract out in the future, VAB should ensure that one of its employees monitors the management company's performance of these services, as well as fulfillment of other terms of the contract.</p>
			<p>VAB should closely review contract provisions of all future management company contracts to ensure that they are most cost-beneficial to VAB. For example, in order to ensure that nursing home management company staff use building utilities efficiently, VAB should require that the management company pay for utilities—i.e., electricity, gas, water, and sewerage—at the veterans' homes as part of its contract.</p>
			<p>If VAB continues to operate the Collins home, it should set up its coding of accounts to capture expenditures by function or activity (e.g., housekeeping versus nursing versus administrative costs) in the state accounting system. VAB should set up these codes for the purpose of monitoring its costs more closely and make efficiency comparisons with homes operated by private companies. To facilitate cost comparisons, VAB should also require that VAB nursing home contractors compile financial statements using the same fiscal year as the state and provide them to VAB in computerized format to facilitate spreadsheet analysis.</p>
			<p>To reduce dependence on state general funds, VAB should continue to review its resident fee structure and increase resident fees when feasible and as needed to cover veterans' home costs, especially when the average income of residents is sufficient to withstand increased fees.</p>
			<p>VAB should also periodically reassess the potential for other non-state funding sources, including Medicare Part A and B and Medicaid.</p>
			<p>VAB should determine the amount of direct nursing care hours needed for its homes and</p>

			then negotiate contracts for which VAB will only pay for direct nursing services rendered and for which VAB will impose a penalty for failure to meet required levels of care.
			In the event that VAB determines that it will allow Diversified to end its nursing home management contract prior to June 30, 2002, VAB should require Diversified Health Services to fulfill its agreement to reimburse VAB all amounts for past nursing services not provided (\$367,174 plus the remainder of the \$8,826.96 monthly payments due through June 2002). Prior to or upon the date of the termination of the contract, Diversified should pay VAB the full amount of all future payments due.
			VAB should not take over operations of the Jackson, Oxford, or Kosciusko homes (i.e., directly operate the homes instead of contracting their operation to a nursing home management company), at least until such time as financial data indicates that VAB can operate the Collins home more efficiently than the management company has operated the other three homes.
			<p><i>Follow-up (12/02): Rather than conduct an efficiency study of the Collins home to determine whether VAB could operate all of its nursing homes more efficiently than contractors as originally directed by the Legislature, the Legislature gave full operating authority of the four homes to VAB, beginning July 1, 2002 due to bankruptcy of the current contractor and high costs of the two bids VAB received. Consequently, several recommendations made by PEER became moot.</i></p> <p><i>Nearly a year after the PEER report, VAB had taken the following actions on PEER's recommendations regarding cost accounting: VAB added activity codes at the departmental level into SAAS for comparisons within various categories, but has not broken the activity codes down further than the departmental level; VAB reviewed two bids it received for operation of the homes and noted that both would result in greater than current reliance on state appropriations; VAB increased resident contributions, and will continue to adjust charges; VAB began submitting requests for Medicare Part B physician services (PEER found that VAB has suspended this service due to low reimbursements); the management contractor has complied with the financial terms of the contract following termination of its relationship with VAB due to bankruptcy.</i></p>

464	A Review of Quality of Care and Cost Efficiency Issues at the State Veterans' Homes	December 19, 2003	The VAB homes should discontinue the practice of individually increasing performance thresholds in response to failure to attain minimum levels of acceptable performance on critical indicators. VAB should only change a threshold following a proper assessment to establish a new threshold for the homes and the same threshold should apply to all of the homes. In the meantime, the homes should maintain the thresholds established by the first management company operating the homes, but create intermediate levels of attainment for a specified period. For example, the homes could set intermediate goals of reducing the occurrence of various critical indicators of quality of care (e.g., prevalence of falls) by 1% increments monthly.
			VAB should hold physicians working at the veterans homes fully accountable for all care and related documentation for which they are responsible by contract, statute, or regulation by including more specific work requirements (e.g., specific hours of "on call" availability [the VA's and Department of Health's regulations require that the homes make available to the residents twenty-four-hour emergency physician services seven days per week; the VA's regulations require attendance at all quality assurance meetings]) in their contracts with physicians and enforcing penalty provisions contained in the contracts for failure to perform.
			In addition to continuing the process of coding and classifying of expenditures, VAB should examine and explore the use of this system in order to better achieve cost efficiency. Such courses of action could include using the system actively as an analytical tool to reduce and forecast expenditures rather than for monitoring purposes only. In order to accomplish this, VAB should seek to acquire, within existing resources, the knowledge and skills necessary through either additional staff with expertise in this area or through employing a qualified consultant to advise the board in matters concerning financial management, nursing administration, and nursing practice.
			VAB should actively monitor and analyze the staffing and turnover levels of its full-time staff and the composition of its direct care workforce in terms of the number of workers hired through health care staffing agencies, contractually, and through full-time state employment.
			VAB should explore different ways of recruiting and retaining direct care staff in full-time state positions, thereby reducing quality of care problems associated with an unstable workforce and minimizing the expenses associated with

			<p>the use of direct care employees hired through health care staffing agencies and overtime.</p> <p>For example, VAB should work with SPB within the framework of existing SPB compensation policy to ensure that state employee direct care staff are receiving total compensation that is competitive with the compensation being paid to direct care employees by health care staffing agencies.</p> <p>VAB should explore other nurse recruitment options such as helping to pay the costs of a nurse's education in return for a certain number of years of service at the homes. The VAB should also consider creative advertising to fill nursing positions in the homes, such as emphasizing the non-monetary rewards of being able to serve the state's veterans.</p> <p>If the VAB is unable to recruit and retain a stable workforce at the Jackson home and reduce its deficiencies related to patient care, the board should consider either closing the home or finding a location in the Jackson area where recruitment of direct care staff might not be so difficult.</p>
			<p>VAB should eliminate its reliance on state source funds by increasing resident fees to cover the costs of operation that are not covered through VA per diem payments and veterans' specialty license tag fees.</p>

SUMMARY OF PROPOSED LEGISLATION FROM 2000-2003 PEER REPORTS

SUMMARY OF PROPOSED LEGISLATION FROM 2000-2003 PEER REPORTS

Copies of draft bills are available from the PEER Committee office, (601) 359-1226.

Recommendations to the 2001 Legislature

PEER recommended five bills to the 2001 Legislature. These bills dealt with the following:

The Mississippi Bureau of Narcotics: The bill would prohibit personnel of the bureau from carrying firearms unless they were sworn officers. The purpose of the bill was to insure that persons carrying firearms in the line of duty be properly trained and qualified on their weapons.

Travel Management: Two bills addressed this matter. One bill would have required the Department of Finance and Administration to establish and manage a state motor pool. All agencies owning vehicles would have been required to transfer their vehicles to the agency for its management and oversight.

Another bill addressing travel management would have required the Department of Finance and Administration to function as the state travel agent in instances wherein no travel agent is under contract. Legislation adopted in 2001 allows individual agencies to make out-of-state travel arrangements as well as the state travel agent.

Administrative Penalties for the State Board of Health: The bill would establish a graduated schedule of penalties for physicians and non-physicians who are under a legal duty to report communicable diseases to the state Department of Health and fail to do so.

Mississippi Department of Transportation: The PEER Committee recommended major changes in the structure and methods that the Mississippi Department of Transportation uses to make decisions regarding the widening of highways. Legislation materially similar to the bill was adopted by the House but did not pass the Senate.

Recommendations to the 2002 Legislature

PEER's recommended bills to the 2002 Legislature dealt with the following:

MDOC Legislation: The bill would require that new contracts between MDOC and regional prisons be for a per diem negotiated by the parties to the contract. This would eliminate the current \$24.90 plus an annual 3% set in law. The bill would also eliminate the requirement that the sheriff serve as the chief correctional officer of the county and remove the extra compensation granted to sheriffs for this purpose.

Agricultural Aviation: The bill would transfer all responsibilities of the Agricultural Aviation Board to the Department of Agriculture and Commerce. The 2002 Legislature passed legislation that extensively restructured the Agricultural Aviation Board.

State and Local Bonds: The bill would make the Attorney General the State Bond Attorney. This bill would also require that attorneys and other professionals providing assistance to state and local government with respect to bond issues enter into a contract with the governmental entity for which they will be working that clearly sets out duties and responsibilities. Such professionals would also have to provide detailed billing statements for work done.

Cellular Telephones: The bill would require that the Department of Information Technology Services consider the selection of a single vendor or multiple vendors for cellular service to state agencies. If considering multiple vendors, the department should consider the use of a state contract price that any vendor of services may meet and provide service. The department would also be required to devise general policies governing the assessment of agency need for cellular telephones and other wireless communications devices. The department would also be required to devise personal use policies to restrict non-business-related use of state-owned cell phones. Legislation substantially similar to the recommended bill was considered by the Legislature. While the bill was not adopted, the Mississippi Department of Information Technology Services adopted most of the PEER recommendations in the form of rules applicable to all state agencies.

Commercial Mobile Telephone Service: This bill would make the Commercial Mobile Radio Services Board a body of appointees of the Governor, with the ITS Director as an ex officio member. The bill would also expand the duties of the board to hire professionals necessary to perform board functions and further authorize the board to bring legal actions to collect fees owed to the board. The Legislature adopted legislation giving effect to many of the recommendations in the PEER report.

Recommendations to the 2003 Legislature

PEER's recommended bills to the 2003 Legislature dealt with the following:

MDOC Legislation: Again in 2003, the Committee recommended legislation that would require that new contracts between MDOC and regional prisons be for a per diem negotiated by the parties to the contract. This would eliminate the current \$24.90 plus an annual 3% set in law. The bill would also eliminate the requirement that the sheriff serve as the chief correctional officer of the county and remove the extra compensation granted to sheriffs for this purpose.

Task Force on Local Government Technology: The PEER Committee recommended that the Legislature adopt legislation establishing a Task Force on Local Government Technology. This task force would make recommendations on how to make public information counties keep in courthouses available to the public in a uniform format that would be easy for the public to access. The recommended legislation was adopted in the 2002 legislative session.

DFA Pre-Planning and Building Costs: PEER recommended that the Department of Finance and Administration make projections of principal and interest costs to the Legislature for all projects for which preplanning is authorized.

Private Associations and Public Funds: PEER recommended to the Legislature that legislation be adopted that would require that private associations receiving dues from state agencies and local governing authorities make certain reports to the Secretary of State showing how these associations made use of funds received from public sources.

Recommendations to the 2004 Legislature

PEER recommended the following bills to the 2004 Legislature. As yet, the Legislature has not acted on any recommendation included in this package.

Planning and Development Districts: The Committee recommended that planning and development districts provide governing authorities that appropriate funds to the districts with budgetary information addressing populations served.

Natural Gas Districts: PEER recommended that the Legislature require the Department of Audit to audit annually natural gas districts created by statute. The Committee also recommended that the Legislature allow such districts to acquire credit cards for official uses and allow such districts to receive relocation funds from the Department of Transportation in cases in which the department requires that gas transmission lines be relocated. PEER also recommended that current law requiring natural gas districts to be audited by a contract auditor be repealed.

Chickasawhay Natural Gas District: In conjunction with the above-discussed bill, PEER recommended that the Legislature amend Chapter 666, Laws of 1950, to change the composition of the Chickasawhay Natural Gas District to require the election of all five members of the board to conform to a statutory procedure. The Committee also recommended that the same local and private law be amended to provide that the board members receive per diem and expenses but no salary.

Board of Chiropractic Examiners: The Committee recommended that the board should be empowered to enter into consent decrees with practitioners over disciplinary matters and to issue letters of advice to practitioners regarding matters that were the subject of complaints.

Regulation of Barbers and Cosmetologists: PEER recommended that the Legislature merge the operations of the Board of Barber Examiners and the Board of Cosmetology and consolidate administrative operations. This recommendation was made because of the substantive similarities between the two activities.

Health Care Trust Fund Board: PEER recommended that the Legislature change the composition of the Health Care Trust Fund board by removing the Attorney General. The Committee also recommended that the board be empowered to file suits to recover any funds that should have been deposited to the trust.

Local Tourism Entities: The Committee recommended that the Legislature amend the law to authorize the Mississippi Development Authority to enter into cooperative agreements with local tourism entities regarding the promotion of tourism and to require such agreements as a pre-condition to receiving state grants for tourism promotion.

Regional Correctional Facilities: For the third year, the Committee recommended legislation that would require that new contracts between MDOC and regional prisons be for a per diem negotiated by the parties to the contract. This would eliminate the current \$24.90 plus an annual 3% increase set in law. The bill would also eliminate the requirement that the sheriff serve as the chief correctional officer of the county and remove the extra compensation granted to sheriffs for this purpose.

Composition of the Veterans' Affairs Board: The Committee recommended that the Veterans' Affairs Board be expanded, with new members being qualified financial managers, nursing home administrators, and nurses. This recommended change reflects the growing importance of the nursing home administrative function found within the State Veterans' Affairs Board.

Individual Wastewater Disposal Systems: PEER recommended that the Legislature make the Department of Health responsible for inspecting wastewater systems for residences prior to such residences receiving utility services.

LIST OF PEER COMMITTEE REPORTS, 2000-2003

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PEER reports are available at www.peer.state.ms.us or by calling (601) 359-1226.

Report Number	Report Title, Date of Release, and Number of Pages
403	THE MISSISSIPPI EMERGENCY MANAGEMENT AGENCY: A REVIEW OF THE PUBLIC ASSISTANCE PROGRAM'S DISASTER CLAIMS PROCESSING, January 3, 2000, 30 pages
404	MISSISSIPPI'S STATE VETERANS' HOMES: AN ANALYSIS OF INCREASING RELIANCE ON STATE GENERAL FUNDS AND AN EXAMINATION OF COST REDUCTION AND FUNDING OPTIONS, May 9, 2000, 47 pages
405	A REVIEW OF THE MISSISSIPPI GOVERNMENT EMPLOYEES' DEFERRED COMPENSATION PLAN AND TRUST, May 10, 2000, 24 pages
406	A REVIEW OF THE MISSISSIPPI BUREAU OF NARCOTICS' STAFFING ACTIONS, July 12, 2000, 25 pages
407	MANAGING TRAVEL EXPENDITURES, July 11, 2000, 48 pages
408	A REVIEW OF THE MISSISSIPPI STATE DEPARTMENT OF HEALTH, July 11, 2000, 126 pages
409	MISSISSIPPI DEPARTMENT OF CORRECTIONS: A STUDY OF INCARCERATION COSTS, July 12, 2000, 67 pages
410	SUMMARIES OF PEER REPORTS, 1973-Present, September 18, 2000, 106 pages
411	MISSISSIPPI'S EDUCATION OF THE VISUALLY AND HEARING IMPAIRED: A COMPARISON OF THE COSTS AND EFFECTIVENESS OF THE STATE'S RESIDENTIAL SCHOOLS AND THE LOCAL SCHOOL DISTRICTS, November 15, 2000, 34 pages
412	A REVIEW OF THE MISSISSIPPI FORESTRY COMMISSION, December 6, 2000, 40 pages
413	THE DEPARTMENT OF HUMAN SERVICES' USE OF REVENUE MAXIMIZATION CONTRACTS, December 6, 2000, 35 pages
414	THE MISSISSIPPI DEPARTMENT OF TRANSPORTATION'S ADMINISTRATION OF THE 1987 FOUR LANE AND GAMING ROADS PROGRAMS, December 6, 2000, 92 pages
415	MISSISSIPPI DEPARTMENT OF CORRECTIONS' FY 2000 COST PER INMATE DAY, December 6, 2000, 20 pages
416	THE JACKSON STATE UNIVERSITY HONORS DORMITORY: AN EVALUATION OF DESIGN, CONSTRUCTION, AND MAINTENANCE, December 27, 2000, 50 pages
417	A REVIEW OF THE OFFICE OF THE SECRETARY OF STATE, April 10, 2001, 60 pages
418	A REVIEW OF THE AGRICULTURAL AVIATION BOARD, May 8, 2001, 36 pages
419	COST ANALYSIS OF HOUSING STATE INMATES IN REGIONAL AND PRIVATE CORRECTIONAL FACILITIES, July 10, 2001, 36 pages
420	A MANAGEMENT REVIEW OF THE MISSISSIPPI GAMING COMMISSION, July 10, 2001, 87 pages
421	SUMMARIES OF PEER REPORTS 1973-PRESENT, August 31, 2001, 111 pages
422	A REVIEW OF THE BROOKHAVEN JUVENILE REHABILITATION FACILITY, September 11, 2001, 52 pages
423	A REVIEW OF THE VETERANS AFFAIRS BOARD'S FUNDING OF STATE VETERANS' HOMES, September 11, 2001, 36 pages
424	A REVIEW OF THE COMMERCIAL MOBILE RADIO SERVICES BOARD, October 9, 2001, 48 pages

425	STATE AGENCIES' USE OF CELLULAR TELEPHONES , November 13, 2001, 34 pages
426	A REVIEW OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM'S DISABILITY DETERMINATION PROCESS , November 15, 2001, 71 pages
427	COST OF ISSUANCE EXPENSES OF CY 2000 LOCAL AND STATE BOND ISSUES , November 13, 2001, 257 pages
428	MISSISSIPPI DEPARTMENT OF CORRECTIONS' FY 2001 COST PER INMATE DAY , December 12, 2001, 22 pages
429	THE BUREAU OF BUILDING'S MANAGEMENT OF CONSTRUCTION CHANGE ORDERS , May 14, 2002, 40 pages
430	A REVIEW OF COUNTY INFORMATION SYSTEMS , June 4, 2002, 53 pages
431	A REVIEW OF ADMINISTRATIVE EXPENDITURES AND SELECTED ADMINISTRATIVE FUNCTIONS OF MISSISSIPPI'S DIVISION OF MEDICAID , June 24, 2002, 95 pages
432	HEALTH AND SAFETY ISSUES AT THE OAKLEY AND COLUMBIA YOUTH TRAINING SCHOOLS , May 14, 2002, 36 pages
433	A SURVEY OF MISSISSIPPI ADEQUATE EDUCATION PROGRAM REVENUES AND SELECTED EXPENDITURES , June 4, 2002, 28 pages
434	A REVIEW OF THE MISSISSIPPI COMMISSION ON JUDICIAL PERFORMANCE , June 4, 2002, 28 pages
435	SUMMARIES OF PEER REPORTS 1973-PRESENT , October 10, 2002, 169 pages
436	A REVIEW OF THE MISSISSIPPI ADEQUATE EDUCATION PROGRAM FUNDING PROCESS , December 3, 2002, 28 pages
437	AN ACCOUNTABILITY ASSESSMENT OF PUBLIC FUNDS PAID TO SELECTED ASSOCIATIONS FOR MEMBERSHIP DUES , December 3, 2002, 12 pages
438	2002 COST ANALYSIS OF HOUSING INMATES IN REGIONAL CORRECTIONAL FACILITIES , December 3, 2002, 31 pages
439	A REVIEW OF THE PAT HARRISON WATERWAY DISTRICT'S MANAGEMENT OF ARCHUSA CREEK WATER PARK , December 3, 2002, 30 pages
440	THE DEPARTMENT OF FINANCE AND ADMINISTRATION'S MANAGEMENT OF CONSTRUCTION PROJECTS AT SELECTED STATE-OWNED BUILDINGS , December 17, 2002, 37 pages
441	A REVIEW OF THE ADMINISTRATION OF THE PUBLIC EMPLOYEES' RETIREMENT SYSTEM , December 17, 2002, 56 pages
442	STATE AGENCY FEES: FY 2001 COLLECTIONS AND POTENTIAL NEW FEE REVENUES , December 17, 2002, 241 pages
443	MISSISSIPPI DEPARTMENT OF CORRECTIONS' FY 2002 COST PER INMATE DAY , December 17, 2002, 22 pages
444	A REVIEW OF MISSISSIPPI'S PUBLIC TRUST TIDELANDS PROGRAM AND SELECTED AREAS OF OPERATION OF THE DEPARTMENT OF MARINE RESOURCES , January 6, 2003, 52 pages
445	A LIMITED REVIEW OF THE MISSISSIPPI ATHLETIC COMMISSION , May 13, 2003, 23 pages
446	AN EXPENDITURE REVIEW OF THE GOLDEN TRIANGLE PLANNING AND DEVELOPMENT DISTRICT , June 10, 2003, 54 pages
447	A MANAGEMENT REVIEW OF THE CHICKASAWHAY NATURAL GAS DISTRICT , July 8, 2003, 68 pages
448	AN EXPENDITURE REVIEW OF THE EAST CENTRAL PLANNING AND DEVELOPMENT DISTRICT , July 8, 2003, 44 pages
449	A SURVEY OF COST OF ISSUANCE EXPENSES OF CY 2002 LOCAL BOND ISSUES , July 8, 2003, 28 pages

450	SUMMARIES OF PEER REPORTS, 1973-PRESENT , September 12, 2003, 175 pages
451	A REVIEW OF ALCORN STATE UNIVERSITY'S PROVISION OF UTILITIES TO PRIVATE RESIDENCES , October 2, 2003, 35 pages
452	A REVIEW OF THE BOARD OF CHIROPRACTIC EXAMINERS , October 7, 2003, 16 pages
453	A REVIEW OF THE MISSISSIPPI EMPLOYMENT SECURITY COMMISSION'S IMPLEMENTATION OF FISCAL YEAR 2003 SALARY REALIGNMENTS , October 7, 2003, 12 pages
454	A REVIEW OF THE TOMBIGBEE RIVER VALLEY WATER MANAGEMENT DISTRICT , November 6, 2003, 36 pages
455	A REVIEW OF THE BOARD OF COSMETOLOGY , November 6, 2003, 51 pages
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