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AGENCY'S DISCUSSION AND ANALYSIS

FY 2023-24 ACCOMPLISHMENTS AND MILESTONES

During FY 2023-24, the South Carolina Department of Administration (Admin) furthered its mission through collaboration, innovation, centralization of services, enhanced security across state systems, improved service delivery, enriched statewide training and support of the executive branch.

Shared Services

- Admin's shared services enable the state's agencies to deliver efficient, reliable services to South Carolina's citizens. Among the shared services Admin provides are human resources (HR), finance and budgeting, procurement, information technology (IT), digital government, training and development, state vehicle fleet oversight and support, and surplus property programs. Admin continued to grow the use of shared services across government and as of June 30, 2024:
 - 39 state agencies adopted IT shared services.
 - 21 state agencies used finance shared services.
 - 23 state agencies used budget shared services.
 - 22 state agencies used procurement shared services.
 - 17 state agencies used HR shared services.
 - 157 active law enforcement agencies participated in the 1033 Program.
 - 687 organizations participated in the Federal Surplus program.
 - 117 state and local government agencies participated in the Lease Fleet Program.
 - 60 state and local government agencies had employees participate in Fleet Safety training classes.
 - 91 state and local government agencies participated in the Commercial Vendor Repair Program (CVRP).
 - 545 state and local government agencies participated in the Fuel Card Program.
 - 1,042 services were provided to 203 state and local government agencies through Digital Government Services.
 - 123 state and local government agencies and 6,062 participants were served through 231 training and development courses offered by Admin in FY 2023-24.

- In FY 2023-24, Admin added the Town of Mount Pleasant, Town of McBee, Aiken High School, Town of Calhoun Falls, Town of Timmonsville, Hampton County School District, Florence-Darlington Technical College and Town of Fairfax as State Fuel Card System customers.

- In the same year, Admin added the Town of Mount Pleasant, Marion-Dillon County Department of Disabilities and Special Needs (DDSN), Department of Natural Resources (DNR) (expanded service), Orangeburg County School District, University of South Carolina (expanded service), *Department of Transportation* (DOT) (expanded service) and Charleston County to its CVRP.

- The Department of Health and Environmental Control (DHEC) was split into two cabinet agencies, the Department of Public Health (DPH) and the Department of Environmental Services (DES). DES opted into

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Admin's shared IT services. While work will continue on this project, Admin facilitated the split of the DHEC network, the creation of two new agency websites and the split of the email system into two distinct organizations. Additionally, Admin migrated 110 users into desktop support shared services as food inspection functions moved from DHEC to the Department of Agriculture (SCDA).

- Admin supported several additional agencies' migration to IT shared services including:
 - Department of Employment and Workforce (DEW): shared firewall and network services.
 - Department of Alcohol and Other Drug Abuse Services (DAODAS): desktop support.
 - Department on Aging (DOA): compute and storage, desktop and network support.
 - Department of Motor Vehicles (DMV): compute and storage.
 - Office of the Inspector General (OIG): desktop and network support.
 - Revenue and Fiscal Affairs (RFA): rack space.

- Admin is migrating other agencies to IT shared services, including:
 - Department of Parks, Recreation and Tourism (PRT): virtual co-location and storage.
 - Department of Natural Resources (DNR): compute and storage.
 - Department of Mental Health (DMH): rack space, storage and network.
 - Department of Labor, Licensing and Regulation (LLR): compute, storage, network, firewall and desktop.
 - Department of Juvenile Justice (DJJ): managed firewall services.
 - Department of Disabilities and Special Needs (DDSN): rack space, storage and network.
 - Department of Public Health (DPH): network services.
 - Department of Public Safety (DPS): desktop and network.
 - Department of Employment and Workforce (DEW): compute and storage.

- Admin's Office of Information and Technology Services (OTIS) saved state agencies over \$3.4 million by leveraging and negotiating the purchasing of IT hardware and software in support of shared services.

- Admin returned \$15.6 million to government agencies through its State Surplus Program.

Customer Service

Customer Input on Statewide Strategies

- To ensure there is consensus among state agency customers, Admin operationalized a statewide governance structure for information technology (IT). The governance groups, comprised of IT and business leaders from agencies diverse in both size and scope, will set standards in accordance with the Statewide Strategic IT Plan — to include cybersecurity — and drive policy creation on key subject areas such as the responsible use of artificial intelligence. In FY 2023-24 the agency completed a charter and operating model focused on new statewide IT standards and shared services. The governance groups also assisted Admin in the development of constituent services and service management request for proposals (RFPs).

- In FY 2023-24, a governance group led by Admin successfully published a statewide artificial intelligence (AI) strategy, putting South Carolina at the forefront of AI governance. The South Carolina's State

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Agencies' Artificial Intelligence (AI) Strategy, shaped by the foundation to protect, promote and pursue — outlines the state's AI vision, guiding principles, goals and actions necessary for the productive and responsible use of AI for state. It is meant to serve as a guide for state agencies in the adoption of AI technologies. The strategy outlines a number of critical initial steps, including the establishment of an agency-staffed Center of Excellence (CoE) and an AI Advisory Group to assist state agencies as they evaluate the use of AI.

- Admin continued to enhance customer service by gathering customer input on expected outcomes and defining standard procedures and business process workflows to execute repeatable processes that deliver these customer-desired outcomes. The Office of Administrative Services (OAS) established a detailed listing of services provided by administrative function and established performance metrics to include in memorandum of agreements (MOA) with customer agencies. The new MOA format includes details the services provided in the shared services agreement, expected outcomes and metrics to measure against these outcomes and a detailed schedule of costs to allow for a more comprehensive view of the cost of each function included in the agreement. These updates to the OAS MOAs drive transparency and establish a standard for customer expectations, thereby improving customer service.
- To support both Admin and other agencies through the South Carolina Enterprise Information System (SCEIS) Modernization Program, an Organizational Change Management Center of Excellence (OCM CoE) was established within SCEIS. The OCM CoE plays a pivotal role in managing change. The OCM CoE developed a guiding framework to ensure a consistent approach to change initiatives within the organization and eight supplemental templates. The OCM function will ensure a more successful transition through stakeholder engagement, communications, administration of SCEIS user groups, identification and engagement of super-users and development of training strategies and plans for both external users and internal staff.
- In response to customer feedback, Admin's OTIS added additional metrics to monthly performance reports, including year-over-year volume and average resolution time for incidents and service requests. To ensure Admin is guided by customer input, a service management governance group, including more than 15 agencies, was established to solicit feedback and drive the initiative.

Service Delivery

- Through Admin's Shared Services and Rates Review project, the Office of Technology and Information Services (OTIS) produced a service catalog to collaborate with customers in promoting and implementing an enterprise approach to state government services and to foster customer service, continuous improvement and innovation. The service catalog will be a single online entry point for all Admin IT shared services with a modern, intuitive, consumable experience designed to meet customer needs. This project has served as a catalyst to standardize and mature service delivery and governance of the services. Rates will be cost-effective for the services with financial transparency for all stakeholders. Next year, the new service catalog will be operationalized for shared services agencies.
- To support shared services customers more effectively, Admin continued its efforts in defining metrics and measuring performance against service level agreements (SLAs).

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- During FY 2024, OAS identified workload and performance metrics that can be used to track the productivity of the agency’s major accounting and procurement functions and also measure the success in achieving performance standards established for the team. Within the metrics established, OAS identified 26 metrics to include in the SLAs and established a new MOA template with these metrics. OAS also established a metric summary report that identifies the performance measures and frequency that they are reported and assigns responsibility for recording and reporting those measures against the established standards. Establishing this routine metrics reporting schedule should dramatically enhance accountability within each OAS function and improve performance resulting in enhanced customer service levels.
- To improve customer service and transparency around work performance for human resources (HR) shared services customers, six key HR metrics were developed to use as the foundation for evaluating SLA performance and workload. These metrics will monitor and track all payroll and benefit actions for HR shared services customers.
- To better serve customers, Admin’s OAS created and launched a SharePoint site for budget, finance, human resources and procurement shared services customers. This included establishing over 3,000 subfolders for 26 agencies. Customers now have the ability to securely download specific files and receive notifications when there are updates to their folders. The OAS SharePoint site provides enhanced security by eliminating the need to share files through email and also provides a complete history of budget, finance and procurement files in a centralized location for new employees in customer agencies.

Workforce Development

Recruitment and Retention (Statewide):

- To improve the state’s ability to recruit and retain employees, Admin’s Division of State Human Resources (DSHR) partnered with a vendor to develop a compensation philosophy for the state, perform stakeholder interviews, benchmark approximately 400 classifications to the labor market and recommend changes to the state’s more than 20-year-old classification and compensation system. The recommended compensation approach strives to be consistent and clear as it targets the 50th percentile positioning in the marketplace. Compensation is structured to attract, retain, motivate and inspire the level of talent needed to achieve the state’s short- and long-term objectives. A report summarizing the findings and recommendations will be presented to the Governor’s Office, legislators and others to determine next steps in implementing the recommendations.
- To streamline processes and improve the recruiting and onboarding process, Admin is implementing an interface between the applicant tracking system and the South Carolina Enterprise Information System (SCEIS), the statewide integrated system to carry out accounting, budget, human resources (HR), treasury, procurement and payroll processes in South Carolina government. The new system offers a modern, intuitive workflow for both employees and employers — replacing current manual processes. The state will be able to offer new features and functionality to make it easier to connect qualified applicants to state agencies. SCEIS, DSHR and the vendor teams have been actively building modules. The next steps include additional builds, system integration testing and user acceptance testing,

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communications to agencies and training. The new system, which fully integrates with SCEIS for a seamless user experience, will go live by Dec. 31, 2024.

Recruitment and Retention (Admin):

- Admin continued to enhance its HR experience by creating, refining and improving HR internal operating procedures and business process workflows to execute repeatable processes that deliver desired outcomes. To achieve this, Admin HR created a Core Processes and Manager Toolkit that includes a core process calendar, employee life cycle chart and manager’s guide. Additionally, Admin HR documented 93 HR procedures. By having processes documented, Admin HR can now collaborate with Admin’s training team to create toolkits, trainings and resources for managers on a wide variety of topics.
- With assistance from a team comprising representatives from every division, Admin’s HR department created a detailed onboarding and offboarding process map. The map identified gaps in the onboarding and offboarding process and the team remediated these where necessary. As part of this onboarding/offboarding process, the team updated forms, provided process awareness and training, and updated current notification processes to include key process owners. The next phase of the onboarding/offboarding project will be to fully address any gaps and discrepancies in the current process and utilize technology to increase the automation, security and efficiency of the agency’s onboarding and offboarding process.

Training and Development

- After a successful LeadSC program launch, Admin recognized the potential for an expanded program to not only develop emerging leaders in state government with the knowledge and skills to be successful, but to also expose mid-level and seniors managers — new to state government — to the innerworkings of state government. Admin’s Leadership and Organizational Development team crafted a well-researched proposal to expand the LeadSC program. The proposal recommends adding two modified tracks to the established LeadSC offering. Expanding the LeadSC program to include varied levels of instruction and requirements based on an employee’s experience will provide a more relevant and efficient educational experience for participants.
- Following a successful pilot, Admin launched the South Carolina Executive Institute 2023-2024 program. In March 2024, the Executive Institute graduated 29 participants representing state and local government. Through this program, these executive leaders were empowered to meet the increasingly complex challenges they experience in their current roles while engaging in activities to gain cutting-edge leadership techniques to support strategic decision-making and build better, more efficient organizations.
- Admin’s Division of Information Security (DIS) developed and implemented a training plan for IT professionals employed in state government who were seeking security certifications to enhance their awareness and skills in cybersecurity. Several professional security courses were offered with a total of 75 employees completing at least one of the following courses: ISACA Certified Information Security Manager (CISM), CompTIA Pentest+, CompTIA Security+ and Certified Cloud Security Professional (ISC2 CCSP).

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- Admin’s Enterprise Privacy Office (EPO) hosted five different privacy training and awareness events in FY 2023-24. There were over 365 attendees registered for these programs. These events included a two-day privacy basics conference, privacy in communications, International Association of Privacy Professionals (IAPP) Certified Information Privacy Manager (CIPM) certification, Certified Information Privacy Professional (CIPP) United States study session and Privacy Day. These trainings benefit state government by increasing knowledge of general privacy principles and tailored approaches to specific data privacy issues.

Continuous Improvement

Promote Consistent Business Processes Across State Government

- Admin continues to encourage state agencies to come together to create a safe, secure and seamless user experience for the state’s citizens. To accomplish this, Admin worked with vendors and other agencies to design, populate and test the Next Generation SC.GOV website. The new website includes enhancements such as a personalized user account, allowing users to subscribe to events and notifications, store documents and make payments. Functionality was established to integrate government entity services with the personalized account. Following extensive testing and agency and citizen feedback, launch was delayed allowing for additional government integrations, an improved user experience and additional functionality to provide the most value to the citizen at deployment. The new SC.GOV, which launched in August 2024, makes it easier for South Carolina citizens to interact and engage with government.
- The South Carolina Enterprise Information System (SCEIS) Modernization Program is a series of strategic projects and applications to create more modern, user-friendly, self-service solutions with many new features and benefits. The ongoing goal of SCEIS is to ensure the state maintains a modern technology posture to simplify statewide administrative functions so agencies can focus on their core missions. A major project in the modernization program is updating the legacy SCEIS Systems Applications and Products (SAP) software — which reaches end-of-life in 2027 — with SAP S/4HANA.

The four-year modernization program started in FY 2024 and will finish in FY 2027. During FY 2024, the program partnered with the State Fiscal Accountability Authority (SFAA) and focused on the procurement process and is using the state’s competitive negotiation process to select the key suppliers. Through a request for information (RFI) process, Admin surveyed the market to better understand potential solutions and suppliers. The agency then issued a request for proposals (RFP) and evaluated supplier responses to the RFP. Given the information discovered during the RFP process, Admin refined its requirements and issued an amended solicitation and evaluated amended responses. Admin conducted a series of due diligence sessions with each supplier to clarify requirements and expectations.

Additionally, Admin is selecting an integrator who will lead the state through the migration process. Admin is seeking an SAP RISE service provider for negotiating licensing for new software and services associated with software. RISE with SAP is an approach that offers an efficient and secure migration that improves productivity. Lastly, Admin is seeking to procure an independent verification and validation (IV&V) service provider to serve as neutral third party to review all work products and ensure deliverables are correct and project requirements are met.

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Admin is in the negotiation and award process and will complete the procurement phase of the program and start the system modernization phase in FY 2025.

- In an effort to standardize business processes, Admin’s Facilities Management and Property Services (FMPS) division explored expanding the tool it uses for financial tracking of permanent improvement projects. Collaborating with Admin’s Division of Enterprise Architecture (DEA), it was determined that the tool can be further developed to track all agency capital projects, including those costing less than \$100,000, and track project milestones and other deliverables that would enhance overall project management. In FY 2025, the tool will be expanded and all permanent improvement and capital projects will be tracked and their associated reports generated from the SCEIS. Implementing project milestone tracking within the SCEIS system will allow for enhanced reporting that will show the progression of programmatic requirements in conjunction with budgeted expenditures, thus creating greater accountability for contractors.
- To reduce the review timeline of the permanent improvement project (PIP) process, Admin’s Executive Budget Office (EBO) is automating and improving the current manual PIP submission process. Working with a vendor, a new system was developed and the agency went through user acceptance testing (UAT). Given discoveries in testing which require additional development and legislative changes, the project will be rebaselined.
- Admin engaged a third-party vendor to perform a security assessment of the SCEIS Vendor Management portal. The goals of the assessment were to develop an understanding of the current security posture, identify opportunities for improvement in the organization’s security program, identify security risks and develop a register of the identified security concerns. This assessment led to 32 findings for remediation recommendations. Based on the information gathered during this assessment, strategic, technical and process recommendations were developed to assist Admin in remediating the discoveries. All recommendations in the assessment were remediated, ensuring system reliability, enhanced security posture and agency awareness.
- SCPro, a collaboration between SFAA and Admin, is the state’s eProcurement initiative. SCPro is a new web-based procurement system that will result in greater purchasing efficiencies statewide and will improve access to business opportunities by suppliers and small businesses. It will replace the current SCEIS Supplier Relationship Management (SRM) tool and will include a virtual marketplace that consists of online supplier catalogs which state agencies can access to purchase goods and services.

SCPro will launch with an initial group of agencies July 1, 2025. The design completion for Wave 1 implementation is 90% complete and build work is in progress for Wave 1 implementation. Admin is working on a transition plan for the SCPro project to fully support the operational phase of the project, post implementation.

SCPro will increase transparency of state procurements, improve state tracking and evaluation of procurement performance and increase supplier participation and competitiveness.

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Transparency and Accountability

- To enhance the public’s awareness of the use of state’s resources, the EBO collaborated with Admin’s Enterprise Information Management (EIM) team and the Division of Technology Operations (DTO) to build a new Budget Planning dashboard. This dashboard provides transparency of the state’s budget process by displaying agency budget requests and budget recommendations. Key stakeholders and South Carolina citizens can use this dashboard to inform decision-making and view data relating the funding needs of the state.

Information Security and Privacy

- Admin developed a statewide risk governance strategy to enhance cybersecurity. This strategy will use seven existing programs to collect and coordinate data on agency risks and security efforts. Beginning in FY 2025, the Risk Governance program will integrate these data sources to assess and manage cybersecurity risks, creating a Statewide Risk Dashboard and Risk Reporting system. This approach aims to provide a unified and proactive method for managing cybersecurity risks across the state.
- To continue to address the state’s cybersecurity risk profile to mitigate cybersecurity risks identified in agency assessments, Admin’s Division of information Security (DIS) operationalized creating a POAM for agencies to support remediation efforts identified in statewide assessments. If there are findings, or security weaknesses, identified in a statewide assessment of key controls, Admin’s DIS will now create a POAM for the agency. Admin uses a governance, risk and compliance tool to store and track assessment findings and to mitigate the risks associated with these findings using the POAM management process. Tracking these POAMs for each agency allows Admin to continuously improve the state’s cybersecurity risk profile by mitigating related risks and effectuating an ongoing operationalized solution for remediation.
- Admin’s DIS conducted two security assessments in FY 2024, an Office 365 assessment with the Department of Juvenile Justice (DJJ) and a ransomware assessment for Admin’s IT shared services offerings. These two assessments were selected in FY 2024 based on the potential impact on the state enterprise. The results of each of the assessments and the required mitigation recommendations were delivered and reviewed with each agency to resolve identified issues. From the two assessments, Admin identified 103 opportunities for improvement in the Office 365 assessment and 46 opportunities for improvement from the ransomware assessment. A POAM was created to implement these opportunities for improvement.

Provide Leadership and Guidance to Others in the Executive Branch

- In accordance with Act 60, Admin oversaw the restructuring of Department of Health and Environmental Control (DHEC) into two agencies, the Department of Public Health (DPH) and the Department of Environmental Services (DES). This also included the transition of program(s) from DHEC to the Department of Agriculture (SCDA), Department of Natural Resources (DNR) to DES, and Department of Mental Health (DMH) to the Department of Veterans’ Affairs (DVA). As required by the Act, Admin provided a report to the General Assembly in December 2023 with specific recommendations of statutory changes needed throughout the South Carolina Code of Laws to reflect the restructuring and transfer of the health-related programs, services, duties and authority of DHEC to the DPH and to reflect

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the restructuring and transfer of the environmental related programs, services, duties and authority of DHEC to the DES.

Admin worked with each agency to identify and establish the appropriate infrastructure needed at each impacted agency to effectuate the transfer, including personnel, split budget and finance, procurement, information technology and SCEIS requirements for DPH, DES, SCDA and DVA. The agencies and their appropriate transfers were successfully split and operating on July 1, 2024. Ongoing work will continue to fully separate the IT infrastructure of DPH and DES through FY 2025, including Office365 migration, DES cutovers and application separations.

- Following the solicitation process, Admin worked closely with a national vendor to do a thorough analysis of the missions and delivery models of all state agencies concerned with the overall public health of the state. The final report included recommendations based on the analysis, including structural changes necessary to improve health services delivery in the state, recognize operational efficiencies and maximize both public and private resource utilization. The final report was submitted to the President of the Senate, the Speaker of the House of Representatives, the Chairman of the Medical Affairs Committee, the Chairman of the Medical, Military and Municipal Affairs Committee, the Chairman of the Finance Committee, the Chairman of the Ways and Means Committee and the Governor April 1, 2024.
- In accordance with Proviso 118.22 of the FY 2023-24 Appropriations Act, in the summer of 2023, Admin conducted a request for proposals (RFP) for the purposes of relocating one or all of the state agencies or their successor agencies currently located on Bull Street in Columbia. The results, including a recommended lease for DES for rental space at 1200 Colonial Life Boulevard in Columbia, and a recommended lease for DPH, DMH, the Department of Disabilities and Special Needs (DDSN) and the Department of Alcohol and Other Drug Abuse Services (DAODAS) for rental space located at 400 Otarre Parkway in Cayce, were presented to the Joint Bond Review Committee (JBRC) Nov. 1, 2023, as required. The JBRC subsequently approved both leases at its Nov. 14, 2023, meeting. The lease proposal for space at 1200 Colonial Life Boulevard for DES was subsequently withdrawn. DPH, DMH, DDSN and DOADAS have executed the lease for rental space located at 400 Otarre Parkway in Cayce, with a commencement date of July 1, 2024. Relocating these agencies will provide them with space that prioritizes large group meetings, amenities to support agency missions, amenities and conditions conducive to employee health and recruitment, employee and visitor safety and security and ease of access from the interstate. Additionally, locating these particular agencies together will help improve the delivery of health care services for the citizens of South Carolina. While the proviso was removed from the FY 2024-25 Appropriations Act, at its May 28, 2024, meeting, the JBRC directed Admin to continue seeking space for the remaining agencies currently located on Bull Street in accordance with its original intent.
- As required by Proviso 117.160 of the 2023-24 General Appropriations Act (H. 4300) Admin developed a plan merging the Human Affairs Commission and Commission for Minority Affairs. The plan included a proposed organizational structure, a proposed program structure and proposed budgetary and human resources changes to perform the functions of the two existing agencies in the event of a merger of the two agencies. The plan included transitioning Admin's Division of Small and Minority Business Certification and Contracting Office to the merged agency. The report detailing this plan was submitted to the Chairman of the Senate Finance Committee, the Chairman of the House Ways and Means Committee and the Governor Nov. 30, 2023. The report also provided a plan to consolidate these two agencies should legislation be enacted requiring them to merge.

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- In accordance with Proviso 117.176 of the 2023-24 General Appropriations Act, Admin and the Department of Education (SCDE) developed a plan for First Steps to operate independently from SCDE. This plan was completed and submitted to the Chairman of the Senate Finance Committee, Chairman of the House Ways and Means Committee and the Governor Nov. 29, 2023.
- Through budget transfers and to comply with Proviso 117.176 of the 2023-24 General Appropriations Act, Admin assisted DHEC and SCDE in transitioning Abstinence-Until-Marriage Emerging Program and Abstinence-Until-Marriage Evidence-Based Program to SCDE. DHEC submitted the Abstinence Transfer report Nov. 28, 2023, and Admin's Executive Budget Office (EBO) obtained coding and effectuated necessary budget movement for FY 2025.

LOOKING AHEAD

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

- Recruit, develop and support employees to serve the state and its citizens.
- Advance an enterprise approach to state government services.
- Effectively manage resources.
- Collaborate with customers to identify needs, measure satisfaction and enhance services.
- Continue to lead and support to enhance and mature information security and privacy and advance the protection of citizens' data.
- Provide leadership and guidance to others in the executive branch and deliver statewide projects assigned to Admin by the General Assembly or the Governor.
- Invest in Admin's capacity to continuously improve the quality of its services to better serve the state.

RISK ASSESSMENT AND MITIGATION STRATEGIES

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

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