CERTIFIED PUBLIC MANAGER PROGRAM
STATE OF SOUTH CAROLINA
CPM CLASS OF FY2006

M. DIANE VANDERHOFF
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

STANDARDIZED PROCESS IMPROVEMENT FOR NATURAL RESOURCES MANAGEMENT DECISIONS TO BETTER SERVE THE PUBLIC

PROJECT SUBMITTED JANUARY 17, 2006

EXECUTIVE SUMMARY

The mission of the South Carolina Department of Natural Resources (DNR) is to serve as the principal advocate for and steward of South Carolina's natural resources. Our vision for South Carolina is an enhanced quality of life for present and future generations through improved understanding, wise use, and safe enjoyment of healthy, diverse, sustainable and accessible natural resources. Our vision for the DNR is to be a trusted and respected leader in natural resources protection and management, by consistently making wise and balanced decisions for the benefit of the state's natural resources and its people.

The DNR was divided into nine (9) areas of the state until 2004 when we redefined the areas of the state into four (4) Regional HUB areas. Each Regional HUB consists of one member from each of DNR's five (5) Divisions who review the needs of the DNR staff assigned to the counties in the HUB. This reorganization allowed a variety of regional needs to be compiled and presented to management, as a Phase I-Overall Agency Needs Assessment. Within this agency reorganization existed the opportunity to streamline and standardized many processes. Focus groups were established to define specific areas of need. One of those areas incorporated two needs: Define the responsibilities of the newly formed HUBs and establish procedures for the HUB review of funding requests from two of the agency's more highly profiled funds.

These two funds are legislatively mandated and closely monitored by each of the 46 County Legislative Delegations. These funds are highly visible and can be controversial at times. The first is the County Game and Fish Fund (SC Code of Laws, Section 50-9-910). These funds are derived from a percentage of the fines issued by DNR Law Enforcement in each county and one-half (1/2) of the annual non-resident fishing licenses sold in each county. County Game and Fish funds must be expended in the respective counties for the protection, promotion, propagation, and management of wildlife and fish and the enforcement of related laws.

The second is the Water Recreational Resources Fund (SC Code of Laws, Section 12-28-2730). These funds are derived from 1% of the gasoline tax. Water Recreational Resources Funds are used to promote, expand or enhance water recreational resource facilities accessible to the citizens of South Carolina. The Water Recreational Resources law stipulates DNR can disperse one-third (1/3) of the annual allocation to law enforcement, noxious weeds, and acquisitions. In addition, the DNR Boating Access Section which installs, maintains, repairs and improves public boat landings and water recreational facilities statewide, is reimbursed for all operating expenses incurred during the year. The remaining balance, after deduction of administrative costs, is then dispersed to the DNR county accounts based on the number of watercraft registered in that county.

County Legislative Delegations must authorize any requests to expend funds from these two accounts. Requests are submitted from DNR staff, county and other entities through the 46 County Legislative Delegations. Often the requests are for multiple projects across multiple years. It is essential to address the needs of all involved parties as these requests can be politically and administratively challenging. Management must be able to determine compliance with the law, prioritize the projects in the overall mission of the agency and decide reasonable allocation of resources for these projects.

Data collection techniques included brainstorming, focus groups, flowcharting of process steps, project management techniques, and performance measurement identification. One-on-one individual customer conversations, telephone and email contacts were initiated with DNR and county legislative delegation staff. Question and answer sessions were held with DNR Legal staff, the DNR Associate Director and staff at Regional HUBs to determine customer needs and discuss legal and administrative mandates. Both customers and management benefited from these two-way discussions. Understanding and sharing the needs of all involved parties generated a good teamwork environment. The model was developed with a minimum of cost as the design and implementation of the model was incorporated into the responsibilities of an existing position. These days of dwindling state appropriations demands that state agencies become adept at creative financing.

The goal of this project was to present Executive Management with a practical, cost-effective, and standardized system to prioritize requests, monitor, and report on project expenditures from these highly sensitive funding areas. It is perceived that if we can meet the needs of our ultimate end-users, the citizens of the state, and provide them with easily accessible and enjoyable natural resources habitats, then we have successfully met our mission and vision for the agency. Evaluation included the approval of the model by the Deputy Director for Outreach and Support Services, buy-in from Executive Management and the Regional HUB members, and self-evaluation of the project. The initial test application of the model was completed in June 2005. The model is considered to be a successful step into the newly reorganized format of the agency. We continue to modify and improve the model through input from users and personal observation as to what has worked best. The more questions we ask the more apparent it is that this model touches every aspect of the agency. It is hoped that this model can be expanded to incorporate other important funding areas of the agency. A time frame illustration of the test application is shown in Appendix A.

DATA COLLECTION

After reviewing the files it became apparent that a new streamlined process was necessary in order to provide and track the information being requested on these projects. There was no central point of coordination. The first thing we needed was to consolidate the decision-making information on the laws so that everyone was working from the same template. Customers needed to be identified in order to compile a needs-assessment. The financial information was easily obtainable from the agency's mainframe. The contact information for the Legislators and County Treasurers was available through the Internet. Being familiar with policy and procedure preparation allowed for quick assembly of a draft foundation for this project. The following table indicates the data necessary to begin diagramming the new process.

Data Needed	Data Availability	Complete
SC Code of Laws	Attainable on-line and consult with Legal	Oct 2004
Identify customers and diagnose needs	Attainable through one-on-one discussions, phone and email inquiries, meetings with HUB groups	Jan 2005
County fund balances and expenditures	Attainable through existing mainframe	Oct 2004
Identify budget authority	Attainable through existing mainframe	Oct 2004
Addresses of Legislators and County Treasurers	Attainable from State House Network and County Administrative Listing	Oct 2004
Draft written procedures and time frame	Non-existent	Dec 2004
Evaluation methods	Non-existent	Jun 2005

SC Code of Laws - The respective laws were discussed with our Legal Department and opinions from the State Attorney General's Office were reviewed to determine appropriate expenditures from each fund. Questions were asked of managers who had been involved with these funds since their inception. These laws may be periodically amended through provisos in the State Budget and as such may present a challenge in staying abreast of the ebb and flow of compliance. Both funds require the respective County Legislative Delegation to submit a signed authorization to DNR prior to expending these funds. This signed authorization requires the Delegation to adhere to the weighted voting system guideline, that is, signatures must equal at least 51% of the total signatures on an authorization. The purpose and operating guidelines set forth by the laws were determined and a framework set for the project.

Identify Customers and Diagnose Needs – For this initial phase of the project, we identified the obvious customers: staff, legislators, counties, municipalities, and towns. The agency continuously interacts with the public, ultimately our most important customers, on natural resource issues, such as, conservation tillage, conservation plans, wildlife refuges and habitats, aquatic weed problems, riparian buffers, canoe and kayak trails, boating, hunting and fishing, and Beach Sweep/River Sweep. Vendors of promotional services and entities outside of county jurisdiction were identified from prior year files and contacted by telephone to assess the vendor's awareness of procedures for requesting funds and obtaining reimbursement. DNR employees who had used these funds in the past were chosen for interviews. A campaign of one-on-one conversations, emails, telephone calls and meetings was initiated and careful documentation was done on existing processes, expectations and needs. Techniques for gathering information on the needs of various areas included direct one-on-one contacts, brainstorming, meeting with the Regional HUBs, DNR staff, County Legislative Delegation staff and Executive Management. The responsibilities of each DNR section were reviewed in relation to how these funds might benefit their existing functions. The process for testing the application consisted of participants from Administration, Executive, Purchasing, Finance, Internal Audit, Data Processing, Regional HUBs (consisting of representatives from each DNR Division) and end-users. We worked closely with each of these areas developing draft procedures and forms, reviewing processes to ensure there was no conflict with existing requirements, working out a time-frame that best served the needs of everyone. Testing of the development process continued back and forth between these groups until January 2005.

A startup meeting attended by Executive Management, Division Deputy Directors, Administration, Finance and the Regional HUBs was held in January 2005. This opportunity was used to present a copy of draft procedures, forms and charts. The decision to include charts was made to aid those end-users that are administratively challenged when confronted with written instructions. Administration explained how we used specific information requested from other areas of the agency. We made it clear that this was a work-in-progress and we wanted their input. We asked them to review the draft information and respond to us on how we might change the process to better meet their needs. This buy-in from the beginning seemed to work! We continue an ongoing exchange of information from many different areas. Any changes are quickly emailed to the HUB members and associated staff for review and comment. All areas sent suggestions and noted parts of the process that hindered or helped them and we were able to develop a viable procedure for streamlining this process.

Draft Written Procedures and Time Frame - One-on-one conversations were held with Executive Management. The Legal staff identified compliance mandates. The Associate Director outlined appropriate paths for handling the requests for funding. The Internal Auditor ensured compliance with agency procedures. The Deputy Directors defined division chain of command procedures and assessed the needs of each particular division. Each division of the agency is involved in some way with this model procedure. In designing our new form package, we decided it was important to incorporate as much of our existing procedures as possible to minimize stress on the end-users. For example, DNR Law Enforcement submitted an existing form, "Justification for Replacing Equipment", that fit right in to our package and could easily be attached to our new Request for Funding form. This form was an important addition to the package because there is a difference, especially in the eyes of the Legislature, between replacing <u>existing</u> equipment and purchasing <u>additional</u> equipment.

We communicated with each division to understand their internal operation, as well as, how they interacted with other divisions and with the public. As we progressed through this process it became apparent that all divisions touched some aspect of the other division, even if they did not recognize it at the time. This small revelation emphasized the importance of coordinated prioritization of these funding requests on an agency-wide basis before approving the funding.

DIAGNOSIS AND NATURE OF CUSTOMER NEEDS

Identify Customer	Diagnose Needs	Nature of Need
DNR Boating Access Section	1. Available balances by county-Water Recreational	Functional
	2. Ability to implement emergency repairs on public boat docks and landing areas	Safety Issue
Executive Management	1. Available balances by county of both funds	Functional
	2. Ability to standardize DNR requests to review annually by nature, compliance, and necessity	Customer Service
	3. Ability to track Legislative Delegation requests	Customer Service
	4. Ability to respond to Legislative or County inquiries quickly and knowledgeably	Customer Service
	5. Contact information for DNR Help Desk on WREC and GAME FUND questions	Customer Service
Regional HUBs (HUBs address needs of all divisions)	1. Available balances of both funds in respective counties of operation	Functional
	2. Ability to review DNR requests and present approved projects to Executive Management in a simple, standardized format	Customer Service
	3. Ability to present approved projects to Legislators in a concise and informative manner	Customer Service
	4. Ability to track status of projects	Customer Service
	5. Contact information for DNR Help Desk on WREC and GAME FUND questions	Customer Service
DNR staff	1. Available balances of both funds in respective counties of operation	Functional
	2. Ability to submit requests for funds to respective HUB in a standard, concise and informative manner	Customer Service
	3. Ability to replace worn or malfunctioning equipment	Safety Issue
	4. Ability to track status of projects	Customer Service
	5. Contact information for DNR Help Desk on WREC and GAME FUND questions	Customer Service
DNR Finance	1. Available balances of both funds in respective counties of operation	Functional
	2. Ensure encumbrance of approved projects	Functional
	3. Ensure FPRs are deducted from "generic" purchase order	Functional
	4. Ensure adequate budget authority	Functional
	5. Ability to track status of projects	Functional
	6. Ability to present current project status by county to end-users	Customer Service
Legislators	1. Available balances of both funds in respective counties	Functional
	2. Fiscal year report on expenditures	Customer Service
	3. Annual report on equipment purchased by respective counties	Customer Service
	4. Proposed projects presented in a concise and informative manner by DNR staff	Customer Service
	5. Contact information for DNR Help Desk on WREC and GAME FUND questions	Customer Service
County Treasurers	1. Available balances of both county funds	Functional
	2. Procedures for requesting approval of project funds	Customer Service
	3. Procedures for reimbursement of expenditures	Customer Service
	4. Contact information for DNR Help Desk on WREC and GAME FUND questions	Customer Service
Other Entities	1. Procedures for requesting approval of project funds	Customer Service
	2. Procedures for reimbursement of expenditures	Customer Service
	3. Contact information for DNR Help Desk on WREC and GAME FUND questions	Customer Service

IMPLEMENTATION PLAN

Good planning sets the foundation for successful reorganizations. After careful consideration of all data, the following Action Steps were identified. The test model will be successful if the action steps fulfill the needs of this project with a minimum of disruption and within the established time frame:

ACTION STEP	PERFORMED BY	TIME FRAME
Approval of projects	Executive Management	Oct 2005
Determine customer needs	OSS staff	Oct 2004-Jan 2005
Draft procedures	OSS staff	Nov-Dec 2004
Meet with Regional HUB members	OSS staff	Jan 2005
Interact with DNR staff-gather data	OSS staff	Jan-April 2005
Coordinate requests through HUB	DNR staff	Jan– April 2005
Package forwarded to Executive Management for review	Regional HUB	June 30, 2005
Proposed projects reviewed	Executive Management	July-August 2005
Delegation Authorizations received	Executive Management	Ongoing from Sep 2005
Funds encumbered	OSS staff	As authorizations received
Implement project startup	DNR staff	Upon encumbrance of funds
Post signs crediting legislators/DNR	DNR staff	Upon completion of project
Process approved for next year	Executive Management	Jul 2005
Plus/Delta feedback	Internal and External Customers	Ongoing

POTENTIAL OBSTACLES

1. RESISTANCE TO CHANGE – Most everyone dislikes change. It is uncomfortable, especially for those long-time employees who have been performing the job the same way since day-one. Two-way communication with these end-users is a key issue in determining the success of the project. SOLUTION: Allowing internal end-users to review draft procedures and forms and, most importantly, change the process is vital to the success of the project. It empowers end-users to create a process that actually works for them. Integrate the new system into existing operating procedures complete with standardized forms and charts to minimize stress on the end-users.

2. RELINQUISHING AUTHORITY – Prior to changing this process, there was no central point for recording or processing these requests. Each division of the agency performed the function in their own manner and time frame, usually with no awareness of each other. This could hinder efficient and effective operation should projects be similar or interactive. It also hindered our ability to provide timely and accurate information on active projects. SOLUTION: Centralize the point of encumbrance and initiate a central tracking system. In order to accomplish this other divisions had to relinquish their part in the encumbrance process.

3. FIELD PURCHASE REQUISITIONS – Currently a 'generic' purchase order is cut to encumber funds authorized by the County Legislative Delegations for a specific project. These funds in many cases will be designated to separate vendors and, at the time of authorization, the entities requesting these funds have not identified the potential vendor(s). The potential problem exists with DNR

field staff using Field Purchase Requisitions (FPRs) to 'draw-down' from the "generic" purchase order. A process had to be implemented to ensure that the FPR was not processed directly, which, in turn, ensures that funds designated for this project are not "double-dipped." SOLUTION: FPRs for these two funds are reviewed and 'drawn-down' from the 'generic' purchase order by Purchasing prior to the FPR being forwarded to Accounts Payable. As a further check, accounts payable staff review payments involving these special fund account numbers and report discrepancies to their supervisor.

4. ANTICIPATING BUDGET AUTHORITY – As with any budget process, establishing necessary budget authority to expend funds is a challenge. On-demand funds such as the Water Recreational Resources Fund and the County Game and Fish Fund present even more of a challenge since we have no prior knowledge of requests submitted by the Legislative Delegations. SOLUTION: Research a history of expenditures by line item and average the sums for a reasonable estimate. Should requests be submitted that exceed our budget authority for these funds, we can submit a request to the Budget & Control Board to increase our budget authority.

5. ALTERNATE METHOD OF PAYMENT – On occasion we receive a Delegation request for contributing funds towards the purchase of a major item, such as a rescue boat, for an entity outside of DNR. This was difficult to address as far as how to extend funding to the entity. SOLUTION: DNR's Attorney developed a one-page contract outlining the purpose, amount and reimbursement guidelines that is signed by the DNR Director and the financially-responsible person of the outside entity.

The test application was a simple, yet practical, system to coordinate, prioritize, approve, monitor and report on these projects.

a) Appendix A – Development of process with timeframe;
b) Appendix B - Contract for alternative funding requests;
c) Appendix C - Request for Funding - This one-page form outlines the proposed project or expenditure complete with funding and time frame. The form is completed by DNR staff and submitted to the appropriate Regional HUB for review.
d) Appendix D - Equipment Replacement Justification - This one-page form identifies the equipment being replaced and why it needs to be replaced. The form is completed by DNR staff and submitted with the Request for Funding form, as appropriate.
e) Appendix E - Flow charts outlining each of the three processes: Functional, Safety, and Political;
f) Appendix F - HUB List of Proposed Projects - After review of the projects submitted, the HUB prepares a list of approved projects with pertinent information and submits it to Executive Management annually.

The process is simple. The annual deadline for submittal of the HUB proposed project list is June 30. Upon review by Executive Management, all appropriate Deputy Directors sign the list of proposed projects and the projects are marked "approved or disapproved".

The list is then returned to the respective HUB to seek authorization from the County Legislative Delegations. A copy is forwarded to OSS to await receipt of the Delegation authorization in order to encumber the funds.

In addition to normal requests for funding from the Legislative Delegations, the individual legislators have questions and requests for information all year. Sometimes it is nothing more than the current balance of the county fund. Other times it may be a five-year history of the county fund due possibly to an impending project. Whatever the request, the importance of informative and accurate information is essential.

EVALUATION METHOD

Evaluation outcomes included addressing DNR Director and Associate Director on approval of the model, buy-in from the five (5) Deputy Directors, buy-in from the Regional HUBs, the DNR staff, and self-evaluation. There were benefits derived from all aspects of this project. For example, one inexpensive item, the posting of signs at each project acknowledging DNR and the respective Legislator(s) for their role in providing the project, highlights both the agency and the Legislator as dedicated servants of the public interest. There were benefits achieved in other areas as well:

1. DNR STAFF: The staff was afforded the opportunity to understand the interactive relationships, both internal and external, affecting these decisions. They were made aware of how their actions impact how well we serve the public and each other. This process provided interactive feedback for the modeling process, which allowed us to develop a system that was not only easy to use, but met the needs of all. This step was critical to the success of the project. This review process was able to foster the idea that we are support personnel for each other...A TEAM.
2. MORE TIME FOR CUSTOMER SERVICE: Streamlining this process enabled staff to allot more time to planning and accommodating the needs of the public. This increases both the quantity and quality of our customer service.
3. LEGISLATORS: Legislators are no longer bombarded all year in a 'piece-meal' manner to approve funding for projects. The new process allows for a clear and concise needs assessment for their respective counties. Supplying recognition for the Legislator(s) at the project site allows their constituents to visualize them as dedicated public servants.
4. EXECUTIVE MANAGEMENT: The DNR now has a clear and concise regional needs assessment. Instead of dealing with requests from each of the five DNR divisions at varying times of the year, the new process allows management to prioritize and make informed decisions on approving funds for overall projects.

A focus group session was held November 2005 with the Regional HUB members. The group deemed the test application a success. We plan to hold annual focus group sessions with the Regional HUB members at the end of each process year. We want to know if OSS provides adequate support and useful information to the HUBs. We contacted Legislative Delegation offices to inquire as to the relevance of information sent to them and to determine how we can address any other issues that may be of concern. The DNR contact information for these two county funds was distributed to staff, legislators and vendors. We perceive that the increase in 'friendly' requests indicates an inherent satisfaction with the level of customer service now in effect. Briefly, 'friendly' requests are regularly pleasant inquiries, as opposed to blatantly irate, combative, or extraordinarily complex requests demanded in a ridiculously short time frame. Recognizing that these funds are constantly in demand and may change without notice, we want to encourage feedback from our customers both internal and external. It is important that our information be accurate and relevant to the projects. It is equally important to monitor our internal procedures. The scheme of funding requests for these two funds is complex and needs vary depending on where the request originates. We have incorporated the following techniques:

1. We developed a checklist for OSS to use with each Delegation authorization that will track the expenditures from authorization to completion.
2. We established a time frame of five (5) days for encumbrance of Delegation Authorizations. All payments are subject to the same guidelines as other DNR expenditures.
3. The individual county account expenditures are monitored against existing purchase orders to determine if FPRs are properly credited or are appropriate to time frame on the request (some authorizations are multi-year). Requesters are notified of discrepancies.

Executive Management requested the model be used again this year with the following modifications.

1. Limit OSS as the point of encumbrance to accommodate an efficient tracking system;
2. Change responsibility for review of Legislative Delegation requests from Associate Director to OSS and the Legislative Liaison;
3. Implement a tracking system for county projects and account balances that is accessible on the DNR internal share drive.

The initial test application of this model was completed in June 2005. Executive Management considered the new process to be a successful step into the newly reorganized format of the agency. The more questions we ask the more apparent it becomes that this model touches every aspect of the agency. It is hoped that this model can be expanded to incorporate other important funding areas. In summary, DNR has improved the process for decision-making, which in turn improves the quality of customer service and allows the citizens of the state to enjoy a safer, more accessible outdoor habitat. In this one small facet of our immense responsibility DNR has accomplished its mission and vision for the citizens of South Carolina.

BIBLIOGRAPHY

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Timm, Ph.D., Paul R. and Farr, Ph.D., Rick C, Business Research, An Informal Guide, 1994, Crisp Publications, Inc., Library of Congress Catalog Number 93-73200

APPENDIX A

DEVELOPMENT OF TEST APPLICATION

WITH TIMEFRAME

Meet with Management, approve direction of project , move forward				
Meet with HUBs, End-users, Assess needs Solicit input				
Meet with Procurement, Boating Access, Finance, Legal, Internal Audit	Draft new procedures for review by Management and end-users	Again meet with Management, HUBs, and DNR end-users	Make changes and implement trial run	Trial run successful; Revisiting process for FY2006
Speak with Legislators, Delegation Office Staff , Assess needs				
Speak with Other Entities- vendors and end-users Assess understanding of process				
OCT-DEC 2004	DEC 2004	JAN 2005	MAR 2005	JUN 2005

APPENDIX B
WATER RECREATIONAL RESOURCES CONTRACT
With

____

This is a contract between the State of South Carolina acting by and through its agency the Department of Natural Resources (hereinafter referred to as "Department") and ______________________________ [a municipality]; [a county]; [a special district or other governmental entity]; (recipient) for the receipt and expenditure of funds pursuant to S.C. Code Ann. § 12-28-2730 (Water Recreational Resources Funds) from ______________ (county).

It is mutually agreed and understood that the Water Recreational Resources Fund can only be used for those purposes as defined in § 12-28-2730. The Recipient acknowledges that any funds granted will be used solely for those purposes and that should any funds not be used for those purposes, the Recipient will be liable for that amount to the State. Further, the Recipient agrees that the State of South Carolina may conduct audits during normal business hours for the purpose of inspecting projects, equipment or products, which have been funded in whole or in part by the Water Recreational Resources Funds. It is further understood and agreed that upon receipt of these funds the recipient is subject to the State Freedom of Information Act and agrees to respond in accordance with that law.

The Recipient represents that it is a legally constituted entity with the capacity to legally enter contracts under its own name. Further that the undersigned is the legal representative of the Recipient authorized to obligate the recipient to the terms and conditions of this contract.

The Recipient agrees to furnish the Department paid invoices, cancelled checks, or other documentation to verify the appropriate expenditure and amount of the Funds. Recipient is responsible to verify the intended purchase has been completed in accordance with the specifications of the Recipient and the Department (if any).

The Recipient has requested Water Recreational Resources Funds to be used for ______________________________. The estimated cost is $______. Upon receipt of documentation that the work has been satisfactorily completed, the Department of Natural Resources will provide to the Recipient the sum of $______as reimbursement for its expenditure.

Recipient further acknowledges that upon disposal of any property real or personal acquired with these funds that it will return a pro-rata share to the Department and that should the project not be completed as designed within one year after commencement, that the Recipient will return the entire amount to the Department.

______________________________ ______________________________

John E. Frampton
Director, SCDNR

Date Signed: ____________________ Date Signed: ____________________

APPENDIX C
REQUEST FOR HUB REVIEW
WATER RECREATIONAL RESOURCES/GAME & FISH FUNDS

1. **DNR Staff requests for these funds must be coordinated and approved through the DNR Regional Hubs.**
2. **Deputy Directors will discuss Hub requests annually at Deputy Director's Meeting.**
3. **Deputy Directors must approve Regional Hub requests PRIOR to contacting the Legislative Delegation.**
4. **All "Water Rec" and "Fish & Game" funds must have a DNR purchase order. FPR's must reference an open Purchase Order number.**

DNR REQUEST FROM HUB-REGION _____

DATE OF REQUEST: **COUNTY:**

PROJECT AND/OR EQUIPMENT DESCRIPTION:
(Attach Equipment Replacement Justification Form, if replacement)

TYPE OF FUNDING:
[ ] WATER REC FUNDS - AMOUNT REQUESTED: $______________
[ ] GAME & FISH FUNDS-AMOUNT REQUESTED: $______________
TOTAL AMOUNT OF REQUEST: $______________

TYPE OF PAYMENTS:
[ ] SINGLE
[ ] MULTIPLE WITHIN FY (Open Purchase Order)
[ ] MULTIPLE YEARS (Duration: Start Date ____________________ End Date ____________________

[ ] APPROVED [ ] DISAPPROVED FOR:

SIGNATURE OF REGIONAL DESIGNEE: ___________________________________DATE:________________

PRINT NAME: ____

FOR USE BY OSS ONLY **Project Account #:** ______________________

[ ]	Availability of Funds Verified ________		
[ ]	Delegation Approval Form Attached	[ ]	Invoice Received from Vendor
[ ]	Letter of Request from Vendor Attached	[ ]	R&I Submitted
[ ]	PO Issued	[ ]	Partial Payment
[ ]	Backup Receipts from Vendor Attached	[ ]	Full Payment – Request Complete

APPENDIX D
EQUIPMENT REPLACEMENT JUSTIFICATION

Water Recreational or County Game & Fish Funds - Equipment must remain in county from which funded.

EQUIPMENT TO BE REPLACED:

Type of Equipment: ______________________________
Age: ______________________________
Assignee: ______________________________
County: ______________________________
Equipment Number: ______________________________

Condition: ______________________________________
____
____

REPLACEMENT EQUIPMENT:

Type of Equipment: ______________________________
Cost: ______________________________
Funding: ______________________________
Assignee: ______________________________
County: ______________________________

New Equipment Number: ______________________________
(To be assigned and noted by OSS)

JUSTIFICATION

____
____
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____
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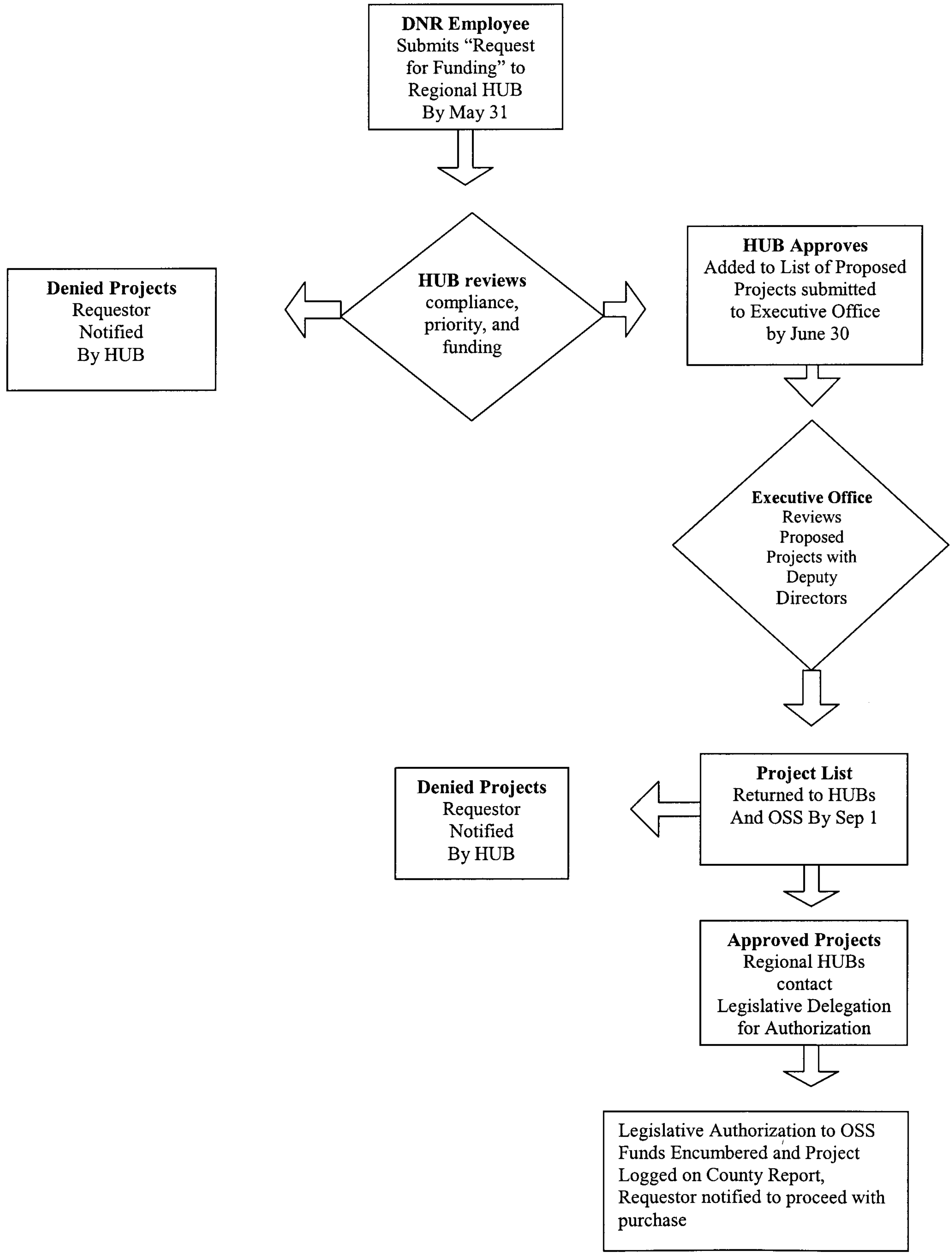
____

______________________________ **Date:** ________________
Supervisor

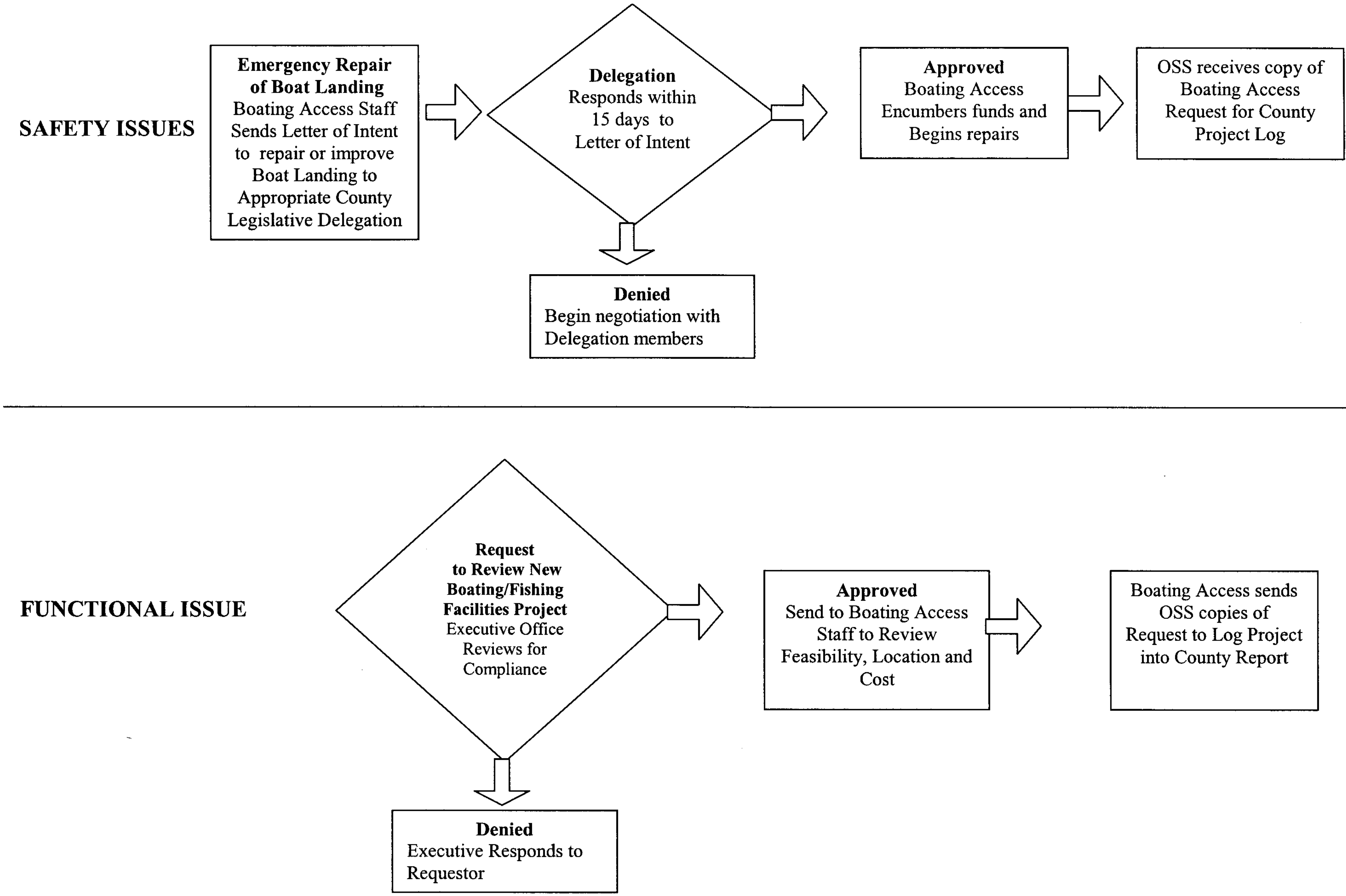
______________________________ **Date:** ________________
Lieutenant Colonel/ or Other

______________________________ **Date:** ________________
Colonel / or Deputy Director

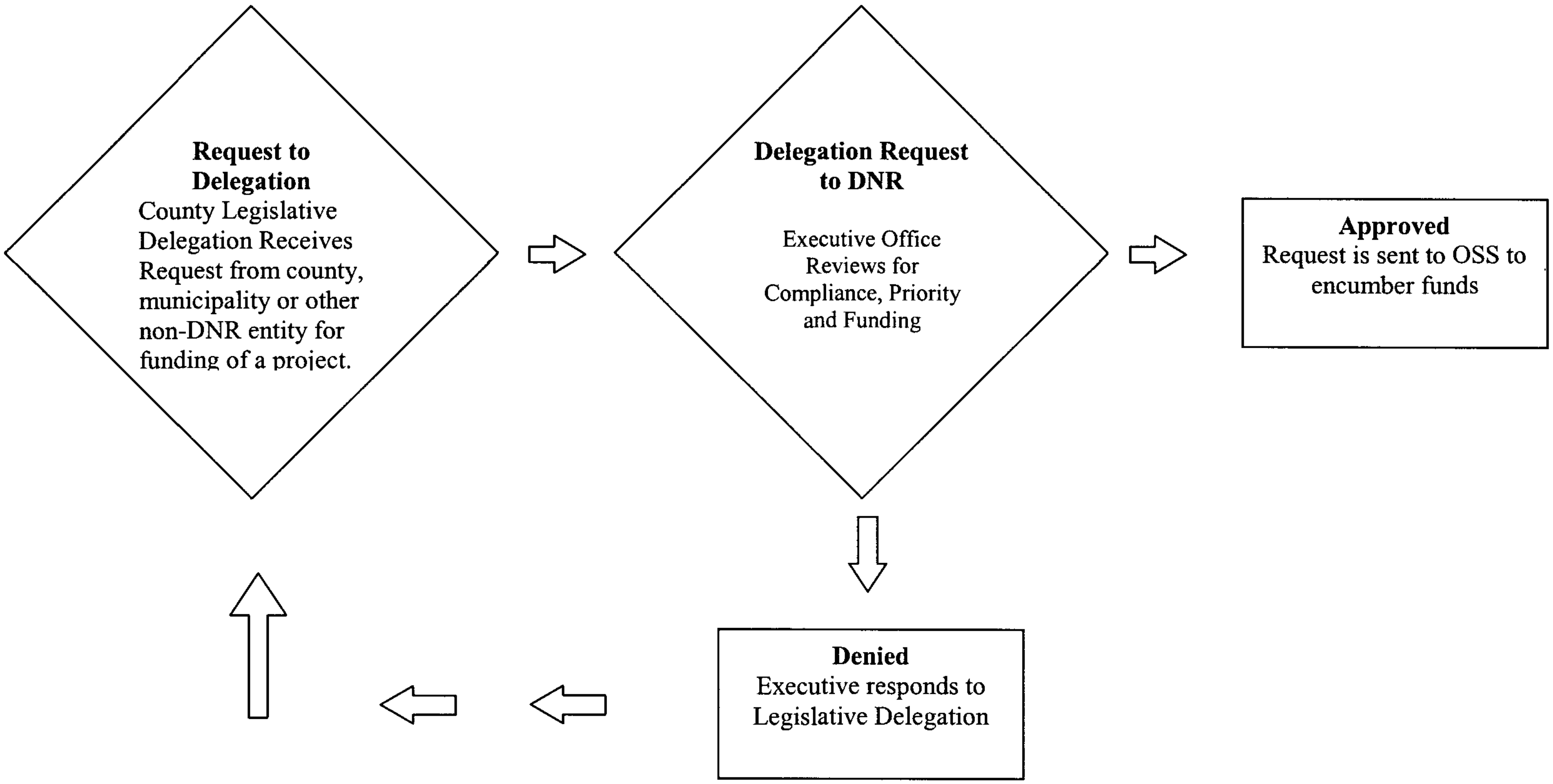
APPENDIX E-1 (FUNCTIONAL)
Water Recreational Resources and Game & Fish Funds
DNR Staff Requests



APPENDIX E-2 (Safety and Functional)
Water Recreational Resources and Game & Fish Funds
Direct Request to or from DNR Boating Access Section



APPENDIX E-3 (POLITICAL)
Water Recreational Resources and Game & Fish Funds
Direct Request from County Legislative Delegation



APPENDIX F

HUB LIST OF PROPOSED PROJECTS - WATER RECREATION & GAME AND FISH FUNDS
REQUEST FOR FY2006
Deadline for submittal to Associate Director is June 30, 2006 (You will be notified by Sep 1, 2006)

EXAMPLE

Apprd	Denied	$ Y/N	COUNTY	WATER REC	GAME & FISH	DIV	DESCRIPTION
		Y	York		$4,000	WFWF	Maintenance & planting of public dove fields
		Y	Anderson	$2,500		LE	Extend DNR boat ramp –Lake Hartwell
		Y	Cherokee		$5,250	WFWF	State lakes fisheries management (Thicketty and Cherokee). Lake Cherokee liming for 50 surface acres

HUB REQUEST REGION ____
HUB Chairman: ______________________________ Robert Boyles: ______________________________ Breck Carmichael: ______________________________

Carole Collins: ______________________________ Alvin Taylor: ______________________________ Alfred Vang: ______________________________

Note: Requests approved subject to availability of funds, which are subject to change without notice.

Apprd	Denied	$ Y/N	COUNTY	WATER REC	GAME & FISH	DIV	DESCRIPTION

Approved as indicated above:

______________________________ ______________ ______________________________ ______________
Cary D. Chamblee, DNR Associate Director **Date** **John A. Frampton, DNR Director** **Date**