

## CRITICAL ISSUES RAISED BY STATE AGENCIES IN THEIR STRATEGIC PLAN SUMMARIES FOR FY 2006

One of the key purposes of the *Smart Budgeting* Initiative is to create a more effective budget “conversation” between the agencies that carry out state responsibilities and the Executive and Legislative policy makers who are charged with overall financial planning for state government. Ideally that conversation should focus on improving the performance of state services. Achieving the highest levels of performance requires the best efforts of all parties to the budget conversation. While state agencies must be accountable for the achievement of goals and the efficient use of resources they are given, policy makers also must be accountable for creating the operating environment that agencies need to succeed. This requires paying attention to the critical issues that impede agency performance in carrying out state responsibilities.

In particular, the state’s policy makers must be sensitive to the fact that state agencies do not control many of the factors required to improve their operations. Key issues often outside the control of state agencies include:

- **Legal issues.** Most agency goals, and many kinds of operating requirements, are set by state law or by federal law or regulation. These legal requirements sometimes must be adjusted to take account of new realities, since an agency cannot improve if the law prevents it. Policy makers must be attentive to such needs. State policy makers also must be prepared to assist an agency with federal legal issues.
- **Finance issues.** The financial processes of state government are generally not under agency control. These include the budget process, operating plan approval, and processing of financial transactions. Attention must be given to streamlining these processes as well as to maintaining adequate fiscal controls.
- **Human resource issues.** Personnel decisions within state government are made through a statewide system rather than by the agencies individually. It is critical that this system function in ways that allow agencies to obtain the personnel they need, reward them for good performance, and maintain discipline within the state workforce.
- **Information technology issues.** Many kinds of information technology (IT) decisions in state government are made on a statewide basis rather than by the agencies. Since technology is one of the best tools for improving efficiency and quality, policy makers must ensure that the IT system serves agencies’ needs.
- **Infrastructure issues.** State policy makers control not only the operating budgets of state agencies, but also their capital budgets for infrastructure needs. Capital planning is required to ensure that agencies have the infrastructure that is appropriate to operating efficiently and economically.
- **Purchasing issues.** State agency purchases are made within a state purchasing system that must be designed and resourced to provide for efficient procurement of the goods and services required by state agencies.

The *Smart Budgeting* process allows agencies to voice critical issues that impede their performance. When these issues are raised in the budget “conversation,” they should be given a serious hearing and consideration by state policy makers. This of course does not mean that every issue raised by a state agency will also be seen as “critical” by state policy makers. However, issues that are validated by the scrutiny involved in the budget process should become targets for early resolution.

To aid in the process of considering critical issues, the following pages provide an overview of the critical issues raised by state agencies in their FY 2006 strategic plan summaries. The issues have been divided by PARCA into the six categories listed above, plus a seventh that includes more general “management issues.” Each issue has been included only once, based on our judgment about its primary focus. Most issues, for example, have financial implications; but if an agency focused on the need for a legal change, we have listed the issue as legal and not attempted to tease out its secondary implications. Issues identified by an ending label of “(I)” were submitted as “internal” issues (resolvable within the agency), but they have been included here because we found that this distinction is often hard to make, and believe that information will be lost if the analysis is limited only to “external” issues.

The analysis includes a section on each issue category that provides a short summary of the nature of the specific issues raised in that category, and a listing of each agency and the specific issues it raised. The last section in the report contains a complete listing of the issues raised by each agency, with a table dividing the agency's issues into the seven categories. This last section includes all agencies, whether or not they raised critical issues for consideration. The reader therefore may focus either on a particular kind of issue and the agencies that raised it, or on a particular agency and all of the issues it raised.

## LEGAL ISSUES

---

Forty-seven agencies mentioned issues that we defined as primarily legal. These issues involve state laws, state rules, Attorney General Opinions, litigation in state and federal courts, federal law, and federal rules. In raising these issues, agencies expressed several kinds of needs:

- *The need for increased legal power to manage duties assigned*

For example, the Alabama Sentencing Commission, in its plan included with the Unified Judicial System, raised the issue of lack of ready access to certain legal records. The State Lands Division in the Department of Conservation & Natural Resources discussed legal changes for emergency salvage logging that would improve the efficiency of revenue production from state lands.

- *The need for policy changes*

For example, the Alabama Development Office raised the issue that Alabama's film industry incentives are not competitive. The Water Resources Division in the Department of Economic & Community Affairs discussed the need to revise the state's water law. The Treasurer's Office discussed the future expiration of tax-free status for its PACT and ACES programs.

- *The need to increase fee or other financial amounts*

For example, the State Bar listed a license fee change approved by the Board of Bar Commissioners. The Department of Forensic Sciences raised the issue of legislative approval of an increase in the DNA Database Fund. The Peace Officers Annuity & Benefit Fund mentioned the need for actuarially sound funding.

- *A general need to update the statutes governing agency operations*

The State Auditor and State Treasurer raised the issue of general statutory updates for the responsibilities they administer.

- *Legal conflicts to be resolved*

Issues involving statutory or other kinds of legal conflicts were mentioned by such agencies as the Architects Registration Board, Department of Rehabilitation, and the Judicial Inquiry Commission.

- *Litigation or other legal difficulties and workloads*

Among agencies listing litigation-related issues were the Department of Corrections and the Alabama Development Office. The State Building Commission and Personnel Department related legal issues to their workloads.

- *Legal bottlenecks to efficiency*

The Department of Human Resources mentioned legal procedural requirements that create bottlenecks to agency efficiency.

- *The need to monitor federal and/or state legislation for impacts on agency performance*

For example, the Unified Judicial System mentioned legislation that drives up court costs; the Personnel Department mentioned special-interest legislation related to the state's personnel system; and the Public Service Commission mentioned the need to monitor federal legislation in its area of responsibility.

A listing of legal issues by agency is contained on the following pages.

## **LEGAL ISSUES LISTED ON AGENCY STRATEGIC PLAN SUMMARIES FOR FY 2006**

### **ADMINISTRATIVE OFFICE OF COURTS – UNIFIED JUDICIAL SYSTEM**

- Legislation continues to drive up the cost of the judicial system.

### **ALABAMA SENTENCING COMMISSION**

- Legislative approval of sentencing standards and reform proposals.
- Lack of access to juvenile and youthful offender records by probation officers and district attorneys.
- Lack of ready access to county jail records and district attorney records by Sentencing Commission.

### **ARCHITECTS, BOARD FOR REGISTRATION OF**

- Resolve issue related to overlap of practice with other design professionals.

### **ATTORNEY GENERAL, OFFICE OF THE**

- Consumer Utilities: Need additional support from PSC staff as required in Alabama Code.
- Consumer Affairs: Consumer settlements are dependent on businesses that use illegal business practices.

### **AUDITOR, STATE**

- Clear statutory language that more closely complies with actual agency function.

### **BAR ASSOCIATION, ALABAMA STATE**

- Enactment of license fee increase approved by the Board of Bar Commissioners.

### **BUILDING COMMISSION, STATE**

- Attorney General's Opinion #2004-165 will increase the building inspector's work load.

### **CHILDREN'S AFFAIRS, DEPARTMENT OF**

- Children's Policy Council legislation should allow flexibility for additional members and chairmanship.
- Ability of Head Start Association to participate in state initiatives.

### **CONSERVATION AND NATURAL RESOURCES, DEPARTMENT OF**

- Control or settlement of Crum litigation.
- State Lands: Adjusting legal requirements regarding emergency salvage logging such that a more efficient revenue producing process is available.
- Marine Resources: Pass legislation to amend current user fees to continue to provide services and attain goals.
- State Parks: No flexibility to spend generated revenue and insurance proceeds under State Budget appropriation laws.

### **CORRECTIONS, DEPARTMENT OF**

- Implementation of court orders such as Laube and Bradley.
- Compliance with lawsuits such as Baker, Leatherwood, Laube, Bradley, and Gaddis.
- Meeting regulatory requirements such as ADA and FCC.

### **COSMETOLOGY, BOARD OF**

- Barber exemption to the cosmetology law is too broad.

### **COUNSELING, BOARD OF EXAMINERS IN**

- Improper appointment of Board members to terms that expire on date other than the normal expirations of terms.

### **DEVELOPMENT OFFICE, ALABAMA**

- Resolution of Crum federal lawsuit to stop the drain on ADO resources.
- Alabama's film-related incentives are not competitive with other major film states.

### **DIETETICS & NUTRITION PRACTICE, BOARD OF EXAMINERS FOR**

- Appoint Board members more timely.

### **ECONOMIC & COMMUNITY AFFAIRS, ALABAMA DEPARTMENT OF**

- Law Enforcement: State law on learner's permit prohibits \$0.7 million federal award; law change needed.
- Renewal Communities/OMBE: Legislation needed to allow enterprise zone program to support retail.
- Water Resources: Water law in Alabama does not reflect current needs, should be enhanced.

### **EDUCATION, DEPARTMENT OF**

- Proposed amendments to federal legislation will increase time needed to modify NCLB related programs and plans and the amount of time and other resources needed for staff training.
- Possible increased federal requirements for special education from reauthorization of IDEA by Congress.

### **ENGINEERS & LAND SURVEYORS, BOARD OF LICENSURE FOR PROFESSIONAL**

- Changes to licensure law to allow payment directly to outside exam administrator and allow for larger carryover of funds at the end of the fiscal year.

**FINANCE, DEPARTMENT OF**

- Risk Management: State law and procedures hinder timely issuance of payments on claims for State Insurance Fund.
- Risk Management: State employees lack independent representation on liabilities cases for General Liability Trust Fund.

**FORENSIC SCIENCES, DEPARTMENT OF**

- No control of the number and type of cases received (Title 36-18-2, Code of Alabama).
- Legislative approval to increase the current \$2.00 fee for the DNA Database Fund to \$10.00.

**GOVERNOR'S OFFICE ON DISABILITY**

- Lack of statutory authority for the office.

**HEALTH, DEPARTMENT OF PUBLIC**

- Failure to settle outstanding Medicaid matching issues with CMS could threaten financial base of department.
- Enabling legislation to address air ambulances, trauma system development, regulatory clarification issues, and fee structure issues.

**HEARING INSTRUMENT DEALERS BOARD**

- Need to change the law to exclude the designated fees.
- Present legislation to increase fees to self sustain.

**HEATING AND AIR CONDITIONING CONTRACTORS, BOARD OF**

- No certification requirement for technicians who often perform the work.

**HIGHER EDUCATION, ALABAMA COMMISSION ON**

- Statutory nature of ACHE vs. constitutional stature of some education entities.
- Oversight of degree-granting private institutions operating in Alabama as corporations is inconsistent due to division of oversight between ACHE and Dept. of Postsecondary Education.
- Uncertainty associated with reauthorization of federal higher education act.

**HOME BUILDERS LICENSURE BOARD**

- Eliminate county population and general exemptions.

**HUMAN RESOURCES, DEPARTMENT OF**

- [Need to monitor] Proposed new federal welfare reform legislation.
- Child Foster Care: Shortage of judicial court dockets, along with continuances and lengthy appeals, impact compliance with ASFA standards.
- Child Day Care: The legal requirement that most actions be taken judicially rather than administratively results in a low level of efficiency.

**INDUSTRIAL RELATIONS, DEPARTMENT OF**

- Employment Service: Funding is dependent on enactment of state "enhancement" legislation, which will continue funding of several employment services offices.
- Industrial Safety & Accident Prevention and Abandoned Mine Lands: Reauthorization of AML programs at national level.
- Legislation addressing various sections of the workers' compensation law, including lack of authority to order or direct settlements or resolution of disputes.

**INSURANCE, DEPARTMENT OF**

- Proposed federal regulation would result in the federal government taking over responsibility for insurance rate regulation.
- The Department plans to implement an Insurance Fraud Unit when the State Legislature passes proposed fraud legislation.
- Proposed state legislation would increase licensing fees to fund staffing increases to meet the Department's goals.
- Current pre-need funeral law hinders the Department from optimal enforcement.

**INTERPRETERS & TRANSLITERATORS, LICENSURE BOARD FOR**

- Disbanding the Board would hurt services to the deaf community.

**JUDICIAL INQUIRY COMMISSION**

- Rules of Procedure hinder performance of constitutional mandates and conflict with constitutional provisions.

**MARRIAGE & FAMILY THERAPY, BOARD OF EXAMINERS IN**

- Board could be abolished without the Sunset Bill passing the Legislature.
- Board has significant items found by the Examiners of Public Accounts which will prove detrimental to its continuation (I).

**MEDICAID AGENCY, ALABAMA**

- Settlement of financing issues with CMS.

**MENTAL HEALTH & MENTAL RETARDATION, DEPARTMENT OF**

- Minimize the potential and manage the existing litigation.

**NURSING HOME ADMINISTRATORS, BOARD OF EXAMINERS OF**

- The board is up for sunset review in FY05.

**PEACE OFFICERS' ANNUITY AND BENEFIT FUND**

- Inability to pass legislation to provide actuarially sound funding.

**PERSONNEL DEPARTMENT, STATE**

- Ongoing litigation workload (Reynolds, Crum, US v Frazer, etc.).
- Special interest legislation to change present procedures.

**PHYSICAL THERAPY, BOARD OF**

- Direct access for physical therapy treatment without physician referral.

**POLYGRAPH EXAMINERS, BOARD OF**

- Resolve the use of computerized voice stress analyzer.

**PUBLIC SERVICE COMMISSION**

- [Monitor] federal policy toward telecommunications, electric, and natural gas industry.
- Whether the FCC preempts states on regulation of broadband services. If the FCC preempts state regulation of these services, our authority and staffing requirements will change dramatically and the people of Alabama will have no local advocacy when it comes to telephone utility matters.

**REAL ESTATE COMMISSION**

- Legislation initiated and promoted by industry that impacts AREC resources.

**REHABILITATION SERVICES, DEPARTMENT OF**

- Child Abuse Prevention & Treatment Act revision requires DHR to refer all children, birth to 3 years, with substantiated abuse and neglect, to DRS Early Intervention, regardless of whether child meets Early Intervention eligibility definition.

**REVENUE, DEPARTMENT OF**

- The legislature will decrease the threshold for electronic payment.

**SECURITIES COMMISSION**

- Passage of the Gramm, Leach, Bliley bill caused overlaps of securities, banking and insurance industries and requires additional registrations/licensing resources for review and monitoring due to unfunded federal mandates.

**SOCIAL WORK EXAMINERS, BOARD OF**

- Legislators changing licensing eligibility to allow non-social work degreed person.

**TRANSPORTATION, DEPARTMENT OF**

- Increasing environmental and historical preservation requirements on transportation construction industry.

**TREASURER, STATE**

- Outdated Code of Alabama provisions that are Treasury related.
- Federal legislation: tax exempt status for PACT expires in 2010.
- Federal tax-free status for ACES expires in 2010.
- Lack of State tax-free status for qualified withdrawals from ACES.

**YOUTH SERVICES, DEPARTMENT OF**

- Clarification of qualifying programs for Medicaid rehabilitation services (I).
- Maintain appropriate licensure status by boot camp program.

## FINANCE ISSUES

---

Sixty-six agencies mentioned issues that we defined as primarily financial. Obviously, many of the issues included in other categories have financial implications, but in this category we searched for issues related to the financial processes of state government and issues that were raised as exclusively financial in origin. Generally we have excluded issues that simply mentioned the need for more money, unless they were related to the purpose for which money is needed. We also excluded mention of increases in fringe benefit costs, since these apply to all agencies.

In raising these issues, agencies focused on such things as:

- *Cost and efficiency factors*

For example, the Alabama Law Institute raised the issue of its ability to hire interns and reporters for its research projects. The Alabama Commission on Higher Education listed restrictions on scholarship programs created by funding limitations.

- *Possible loss of funding sources*

For example, the Office of Prosecution Services raised the issue of losses stemming from changes in the processing of financial transactions to the funding for District Attorney worthless check units. The State Department of Education mentioned the possible loss of federal funds that support the state's assessment system for students.

- *Need for stable funding sources related to responsibilities*

For example, the State Industrial Development Authority raised the issue of a stable funding source related to the services it provides. The Department of Homeland Security discussed the delay in federal reimbursement to local governments for purchases made under federal grants.

- *Improvements in financial procedures to boost efficiency*

For example, the Department of Public Health recommended the adoption of a comprehensive e-commerce approach to payments and other "back-office" processes in state government. The Department of Conservation and Natural Resources listed the inability to utilize electronic fund transfer for disbursements and receipts. The Department of Postsecondary Education listed improvements in centralized services provided to state agencies. The Department of Industrial Relations listed simplification of the procedures for amending annual operating plans.

A listing of finance issues by agency is shown below.

### **FINANCE ISSUES LISTED ON AGENCY STRATEGIC PLAN SUMMARIES FOR FY 2006**

#### **ACCOUNTANCY, BOARD OF PUBLIC**

- Costs for CPA exams are controlled by vendors.

#### **ADMINISTRATIVE OFFICE OF COURTS - ALABAMA SENTENCING COMMISSION**

- Funding for community corrections should be earmarked through Community Corrections Partnership Fund (Act 2003-353).

#### **AGRICULTURAL & CONSERVATION DEVELOPMENT COMMISSION**

- Providing a reliable source of cost share financial assistance to land users to assist in a non-regulatory compliance of clean water goals (I).

#### **AGRICULTURE & INDUSTRIES, DEPARTMENT OF**

- Improve permit and registration fees collection by including internet registration and payment (I).

#### **ALCOHOLIC BEVERAGE CONTROL BOARD**

- Mental Health grants require 2,000 Enforcement SPTBG minor operative checks annually or MH would be penalized 40%, \$9.6 million in federal funds. The ABC Enforcement Division cannot receive any grant money for this project.
- Legislative funding should be provided to ABC Board to generate new revenues for the General Fund.

- Legislative appropriations to reinvest in store operations to increase the number of stores providing increased revenues to the state.
- Request the Legislature for appropriate funding to promote temperance and prevention of access to age restricted products.

#### **ARCHIVES & HISTORY, DEPARTMENT OF**

- Lack of adequate state, federal and private funding.
- Building rent payable to the Finance Dept. will increase by \$548,080 in FY 06 which will further limit our ability to provide appropriate assistance to local agencies.

#### **ARTS, STATE COUNCIL ON THE**

- There must be additional resources allocated in grant funds and staffing to achieve stated goals (I).
- State grant support is needed in all counties, school systems and with diverse population groups to effect positive change.

#### **ATTORNEY GENERAL, OFFICE OF THE**

- Office overly dependent on one-time revenues for operations.

#### **BANKING DEPARTMENT, STATE**

- Bank mergers/consolidations that may reduce assessment base.

#### **CONSERVATION AND NATURAL RESOURCES, DEPARTMENT OF**

- Inability to utilize electronic fund transfer for disbursement and receipts.
- Game and Fish: Lack of funding from non-consumptive users.
- Game and Fish: Necessity for a license increase to provide adequate funding for Program.
- State Lands: Continue to work with the Alabama delegation to effect better federal support for land acquisition/management under USDA Forest Legacy Program and NOAA Coastal Estuarine Land conservation Program so that the Forever Wild program can maximize the match potential of its stated purpose.
- Marine Police: Unfunded homeland security patrols and equipment.
- State Parks: Unfunded, increasing operational costs such as environmental fees and mandates.
- State Parks: Expectation of affordability and accessibility to average public.

#### **CORRECTIONS, DEPARTMENT OF**

- Lack of sufficient resources to achieve the mission.
- Federal funding for substance abuse services will end prior to end of FY 2006.
- No state appropriation for capital outlay in FY 2004 or FY 2005.

#### **CREDIT UNION ADMINISTRATION**

- Conversion to or merger of state chartered credit unions with federally chartered credit unions because of excise tax burden imposed on state but not federally chartered credit unions will seriously decrease agency's only revenue source.

#### **CRIME VICTIMS COMPENSATION COMMISSION**

- Improve restitution recovery efforts to generate more revenue (I).

#### **CRIMINAL JUSTICE INFORMATION SYSTEM**

- Current state funding will not meet agency's expansion requirements.

#### **DEVELOPMENT OFFICE, ALABAMA**

- Budget constraints restrict marketing and lead development opportunities.

#### **DISTRICT ATTORNEYS**

- In FY06, DA worthless check units will lose \$1.25 million: \$0.5 million due to EFTs and debit cards, \$0.5 million due to private collections, and \$0.25 due to check clearing for 21st Century Act (I).
- DA's are handling 100% of criminal prosecutions for \$24.1 million, whereas Indigent Defense is handling 50-60% of criminal cases for \$43 million.
- Lack of funding seriously hinders hiring of qualified long-term personnel.

#### **ECONOMIC & COMMUNITY AFFAIRS, ALABAMA DEPARTMENT OF**

- Finance Dept. should provide a framework for electronic payments to payees.
- Funding for water litigation.

#### **EDUCATION, DEPARTMENT OF**

- Career tech funding structure from the Foundation Program is a critical issue. As an elective, career tech programs are among the first to be cut in times of financial crisis. The Foundation Program allows programs to be maintained at the level established in 94-95. This protects in a minimal way but reduces funding that directly impacts students.
- Inadequate funding for special ed.
- If federal funds for special ed increase, state funds must increase to meet maintenance of effort requirements.
- Identification of additional revenue sources for prison education.
- Teacher in-service center funding has not kept pace with increased demands from the department and LEAs as they continue to meet higher accountability standards.
- National board certified teacher line must increase by 15% per year to meet demand if program is to continue.

- Compensation for NBCT teachers should be awarded to the LEA as part of the salary matrix calculation and the LEA should receive reimbursement from the SDE.
- Funding structure for Jobs for Alabama Graduates supports only enough revenue to fund approximately 50% of 20 local school systems per year. LEAs provide the rest.
- Possible loss of federal dollars for test administration could warrant need for \$3.6 million of additional state dollars to maintain student assessment program and accountability program.
- Limited "qualified" arbitrators as defined by the new tenure arbitration law. Costs can be reduced by identifying more arbitrators in southeastern region.
- Adequate and timely funding by the Social Security Administration for disability determination.

#### **EMERGENCY MANAGEMENT AGENCY**

- Availability of state funds to meet the required match of federal funds.
- Availability of additional federal funding is contingent upon state matching funds (20-25%).

#### **EMPLOYEES' INSURANCE BOARD, STATE**

- Lack of members' personal responsibility for their health care (I).

#### **EMPLOYEES' RETIREMENT SYSTEM**

- Economy impacts investment returns and rates of member retirement and withdrawal.

#### **ENVIRONMENTAL MANAGEMENT, ALABAMA DEPARTMENT OF**

Statewide constraints such as hiring freezes and purchasing freezes.

#### **EXAMINERS OF PUBLIC ACCOUNTS**

- Lack of funding causing personnel layoffs.

#### **FAITH BASED AND COMMUNITY INITIATIVES, OFFICE OF**

- Increase in state funding to allow the state to receive its full award for AmeriCorp admin.

#### **FARMERS' MARKET AUTHORITY**

- Timely issuance and accountability of FMNP benefits from partnering agencies/organizations.

#### **FINANCE, DEPARTMENT OF**

- Debt Management: Obtain a stable funding source related to services provided.
- General Administrative Services & Cost and Property Management: Inadequate rental rates (I).
- General Services – Mail: Provide incentives for cost savings (e.g. if an agency reduces its costs, allow the agency to keep a percentage of its cost saving in lieu of reverting the whole amount to the General Fund).
- Motor Pool: State mileage rate is tied to allowable federal rate.
- State Employee Assistance Program: Insufficient funding to adequately cover program cost (I).

#### **FORENSIC SCIENCES, DEPARTMENT OF**

- Cost of body transport remains constant.
- Lack of funding to hire qualified toxicology staff.
- No direct correlation between high number of tests conducted and low fine revenues deposited to Alabama Chemical Testing Training and Equipment Trust Fund.
- Federal funding received too late in the year for use.

#### **FORESTRY COMMISSION**

Finance Dept. policies concerning hiring, raises and per diem have resulted in increased turnover.

#### **FOREVER WILD STEWARDSHIP BOARD**

Demand from public for increased access to land will be beyond current funding abilities.

#### **FUNERAL SERVICE, BOARD OF**

- Staffing and funding limitations to providing optimal enforcement (I).

#### **HEALTH, DEPARTMENT OF PUBLIC**

- Current state appropriations are inadequate to fully match available federal programs and fund mandated state programs.
- A comprehensive e-commerce approach to payments and other back office processes is needed.
- Continuation of PlanFirst Medicaid Waiver is essential to funding family planning initiatives.
- Increasing cost of clinical supplies.
- ADAP match fluctuations require greater state funds for AIDS drugs.
- Volatility in vaccine cost and availability.
- Need state and local fund sources providing stable growth as base for matching funds.
- Last fee increase in vital statistics was 1992. Cost increases since then have depleted VS fund. Fee increase is required to prevent reductions and enhance internet services (I).
- State funding to match available federal grant for CHIPS program.
- Improve core state business processes for payment for services, travel, and goods.

#### **HEALTH PLANNING & DEVELOPMENT AGENCY, STATE**

- Changes in legislative acts/moratoriums have decreased incoming revenue.

#### **HEARING INSTRUMENT DEALERS BOARD**

- Cost Increase for national exam.
- Unable to pay Board members for their services. They donate their services.

#### **HIGHER EDUCATION, ALABAMA COMMISSION ON**

- Inadequate funding of ACHE and student financial aid programs.
- Legislative mandates with no funding.
- Increased investment in higher education to leverage available federal and private dollars.
- Alabama is only state with no regular capital funding cycle.
- Ever-higher tuition due to lack of funding.
- Alabama Educational Grant Program awards are authorized up to \$1,200 per year, but currently are down to \$532 due to funding restrictions.
- Alabama National Guard Educational Assistance Program awards are limited to \$1,000 per year, need to be increased to meet current tuition levels.
- Technology Scholarships for Alabama Teachers have not been funded for two years.
- State releases appropriated funds in equal quarterly installments, but institutions should receive them with tuition at start of each semester.
- State is no longer eligible to receive federal funds for Alabama Student Assistance Program due to inadequate level of funding; one of only 3 states not participating.
- Minority Doctoral Scholarship Program participation will have to be reduced without extra funding.
- External funding sources needed for initiatives to expand NAAL initiatives and resources.
- Need additional funds for matching federal assistance available to Alabama A & M and Tuskegee.

#### **HISTORICAL COMMISSION, ALABAMA**

- Due to low interest rates and return on trust fund investment, income is expected to be reduced.

#### **HOMELAND SECURITY, DEPARTMENT OF**

Annual grant funding amounts are variable; often delayed as much as six months by the federal government.

Federal homeland grants must be spent within a 2-year period (with subsequent authorized extensions).

Local jurisdictions must purchase equipment, submit receipts, and normally experience a 4-6 month federal reimbursement delay.

#### **HUMAN RESOURCES, DEPARTMENT OF**

- Lack of adequate state funds to support growth in demands on services and anticipated reductions in federal funds.
- Lack of specific federal funding for Adult Protective Services.
- Lack of continued availability of federal IV-B Safe & Stable Funds for Adoption Promotion and child protective services.
- No additional federal funds for day care without congressional action.
- Inadequate state funds to provide care for 15,000 children on the day-care waiting list.
- Judicial budget problems may decrease court time available to the child day care program.

#### **INDUSTRIAL DEVELOPMENT AUTHORITY, STATE**

- Obtain a stable funding source related to services provided.

#### **INDUSTRIAL RELATIONS, DEPARTMENT OF**

- Lengthy process required by Executive Budget Office for Operations Plan revisions.

#### **INTERIOR DESIGN, BOARD OF REGISTRATION FOR**

- The Interior Design fund is separate from the General Fund. It is burdensome and expensive for small independently-funded agencies to go through extra appropriations, operations plan revisions, journal vouchers, and certain other accounting and budget request processes in order to access our funds. (We agree that a Board budget should be submitted each year).

#### **INTERPRETERS & TRANSLITERATORS, LICENSURE BOARD FOR**

- Finances are not easily followed. A checkbook register format would make transparent reporting possible.

#### **JUDICIAL INQUIRY COMMISSION**

- State's financial management systems (AFNS and CAS) are not completely integrated, creating a cumbersome process which reduces time available for program activities.

#### **JUDICIAL RETIREMENT FUND**

- Economy impacts investment returns and rates of member retirement and withdrawal.

#### **LAW INSTITUTE, ALABAMA**

- Loss of funding for Capital Intern program.
- Inadequate funding for current staff.
- Inadequate funding resulting in inability to hire reporter for projects.

#### **LIBRARY SERVICE, ALABAMA PUBLIC**

- Increases in library materials and automated database costs.

**LIEUTENANT GOVERNOR, OFFICE OF THE**

- Receive adequate funding to carry out legislative and executive responsibilities of the office.

**MATH & SCIENCE, ALABAMA SCHOOL OF**

- Current budget does not allow for employing adequate full-time teachers and adequate salaries to maintain quality personnel.

**MENTAL HEALTH & MENTAL RETARDATION, DEPARTMENT OF**

- Increased energy costs.

**MILITARY DEPARTMENT**

- Scheduling of federal reimbursements.
- Scheduling of federal reimbursements by DFAS.

**PARDONS & PAROLES, BOARD OF**

- Funding to relieve large caseloads, buy supplies/equipment.
- Funding to upgrade/replace technology hardware/software.

**PEACE OFFICERS' ANNUITY AND BENEFIT FUND**

- Payment to members will be an ever increasing projected future cost.

**PERSONNEL DEPARTMENT, STATE**

- Sufficient funding to maintain current operating levels of state agencies.

**POSTSECONDARY EDUCATION, DEPARTMENT OF**

- State printing, purchasing, and mail do not provide quality and cost-effective services in a timely manner.
- Cost per adult learner remains too high (I).
- Federal funding for adult ed. will not increase significantly.

**PRESIDENT PRO TEMPORE, OFFICE OF THE SENATE**

- Limited funding for adequate staffing coupled with growing responsibilities of the office, such as the Senate standing committee structure.

**PROSECUTION SERVICES, OFFICE OF**

- In FY06, DA worthless check units will lose \$1.25 million: \$0.5 million due to EFTs and debit cards, \$0.5 million due to private collections, and \$0.25 due to check clearing for 21st Century Act (I).
- Lack of funding seriously hinders hiring of qualified long-term personnel.

**PUBLIC SERVICE COMMISSION**

- If federal funding levels for gas pipeline safety dramatically decreased for core programs support, it would put the public at risk in preventable incidents.
- Lack of Program support for gas pipeline safety in Congress, the President and the federal government would hinder productivity and threaten program success.
- Utility employees' healthcare and insurance costs continue to rise and put upward pressures on rates.
- Efforts to preserve funding for insurance and safety programs of interstate motor carriers require coordination with other states and federal agencies. 95% of funding for insurance and safety programs comes from interstate motor carriers and a federally mandated registration program. These are federal funds and are subject to elimination by Congress. (Title 49 USC, Section 13908(d))

**REHABILITATION SERVICES, DEPARTMENT OF**

- Funding has not kept pace with service demands and match and maintenance of effort requirements for federal grants.
- Reduction in funding could limit ability to match federal VR basic support grant (78.7% fed to 21.3% state).
- Not able to serve all children/youth with special health care needs due to lack of available funds (I).
- Continued erosion of direct service funds due to reduced state and federal appropriations and increased health care costs.
- Not able to serve all persons with Hemophilia and related bleeding disorders due to lack of available funds (I).
- Lack of funding to serve individuals with disabilities requesting homebound services.
- Lack of funding to serve individuals with disabilities requesting early intervention services.
- Increasing cost of services for severe disabilities such as TBI and SCI (I).
- Decreasing revenues from fines on Impaired Drivers, e.g., DUI.
- Limited state and federal funds do not meet needs of consumers.

**SENIOR SERVICES, DEPARTMENT OF**

- Limited state matching resources to attract available federal resources.
- Limited state and federal funds to increase economic assistance slot levels and generate additional nursing home cost savings.
- Alabama SeniorRx is a state funded program with limited funding growth potential (I).

**SOIL & WATER CONSERVATION COMMITTEE**

- Local funding is critical for districts to leverage state dollars to operate effectively.
- Limited funding for SWCC and SWCDs to provide support for environmental and resource protection issues with which they are involved.

**SPACE SCIENCE EXHIBIT COMMISSION**

- Net operating income was negative for the past 2 fiscal years. State appropriation is absolutely essential in obtaining a positive cash flow for the next 2 years.
- Many Alabama schools cannot afford to send students without financial assistance from the state.
- Total long-term debt is draining resources that would otherwise be used for capital improvements (I).
- The large increase in health insurance costs for employees is especially burdensome for ASSEC as the agency does not receive any funding from the state to cover the expense.

**SPEAKER OF THE HOUSE, OFFICE OF THE**

- Travel expenses could increase due to SLC in Mobile (I).

**SUPERCOMPUTER AUTHORITY, ALABAMA**

- Limited state funding prohibits ASA from serving the increased demands for internet access, network connectivity, technical, and project related services (I).
- Continued funding of technology services by federal e-rate program.
- Alabama researchers and potential HPC clients spend financial resources unnecessarily rather than subscribe to HPC services provided by ASA.
- Limited funds to adequately meet the increasing demands for technical support and related services (I).

**TEACHERS' RETIREMENT SYSTEM**

- Economy impacts investment returns and rates of member retirement and withdrawal.

**TENNESSEE-TOMBIGBEE WATERWAY ASSOCIATION**

- Elimination of 2005 funding by Alabama for the 4-state compact (I).

**TRANSPORTATION, DEPARTMENT OF**

- Cap on aviation fuel tax revenue that restricts revenue growth.
- Settlement of class action lawsuit affects funding.
- Transfer of transportation revenues to other agencies.

**VETERANS AFFAIRS, DEPARTMENT OF**

- Untimely budget appropriations to fund the Scholarship Program cause long delays in payments to state education institutions.
- Insurance rates are rising and we have no way to estimate the annual cost increase (I).
- Board of Veterans Affairs desires to make the state per diem cost to the veteran zero. Legislature must increase appropriations to do this.
- Maintenance cost, medical supply and equipment costs will continue to increase.

**YOUTH SERVICES, DEPARTMENT OF**

- Inability to secure capital outlay funds for building repairs and maintenance for institutions.
- Insufficient funding results in reduced funding rate per bed for community subsidy.
- Continuing the line item appropriation for boot camp subsidies.
- Reduction in federal funding due to decreased population and/or changes in allocation policies for school district.

## HUMAN RESOURCE ISSUES

---

Fifty-nine agencies mentioned issues that we defined as primarily related to human resources. Generally, this category includes issues related to recruiting, hiring, retaining, compensating, and managing personnel, as well as human resource planning.

The listing includes the following kinds of human resource issues:

- *Planning for succession due to imminent staff retirements*

For example, the State Comptroller raised the issue that 75% of management personnel are eligible for retirement, with no clear plan for succession. A number of agencies mentioned similar issues.

- *Merit System Issues*

For example, the Department of Senior Services raised the issue of timely filling positions using merit system registers. The State Treasurer mentioned the lack of agency-specific State Personnel job classifications, and the Attorney General's Consumer Utilities plan listed the lack of a classification for an economist. The Educational Television Commission listed the incompatibility of merit system rules with FCC recruitment requirements under which it operates. The Criminal Justice Information System and other agencies mentioned salary comparability issues for certain positions. The Governor's Office listed the difficulty of rewarding individuals for performance.

- *Training needs for current staff*

For example, the Department of Human Resources listed the need for trained staff to operate the TANF, Food Assistance, and Family Options programs. The Board of Pardons and Paroles listed the need for training staff to operate its new residential facilities program. The Unified Judicial System mentioned that it no longer funds education for court officials and staff.

- *Hiring and retention issues such as recruitment and high turnover*

For example, the Department of Public Safety listed the shortage of troopers, supervisors, and communications officers. The Department of Forensic Sciences mentioned shortages of qualified applicants in certain areas of expertise.

A listing of human resource issues by agency is shown below.

### **HUMAN RESOURCE ISSUES LISTED ON AGENCY STRATEGIC PLAN SUMMARIES FOR FY 2006**

#### **ACCOUNTANCY, BOARD OF PUBLIC**

- Adequately trained staff to perform investigations and related tasks, oversee and audit CPE, and process registrations (I).

#### **ADMINISTRATIVE OFFICE OF COURTS (UNIFIED JUDICIAL SYSTEM)**

- UJS no longer funds education for court officials and staff.
- Low employee morale due to understaffing and suspended merit raises.

#### **ALCOHOLIC BEVERAGE CONTROL BOARD**

- Dependence upon outside sources to train existing personnel.
- Lack of trained staff to operate new automated warehouse system (I).
- Increase the labor pool for store cashiers either by converting to direct hire or some other means agreed upon with State Personnel.
- Improve the quality of personnel in stores (I).
- Replacement of employees lost due to retirement, resignation, or termination is delayed.
- Adequately train employees and provide backups for all positions (I).

#### **ARCHITECTS, BOARD FOR REGISTRATION OF**

- Loss of trained staff due to retirement (I).

**ATTORNEY GENERAL, OFFICE OF THE**

- Merit system requires revamping.
- Provide staff with the most appropriate training opportunities (I).
- Consumer Utilities: Merit system does not have a classification for an economist.

**BANKING DEPARTMENT, STATE**

- Hire and successfully train new examiners to replace the significant number of seasoned bank examiners approaching retirement (I).

**BUILDING COMMISSION, STATE**

- Adjust merit system to hire and maintain professional staff.
- Lack of funding for professional development (I).

**CHILD ABUSE & NEGLECT PREVENTION BOARD (CHILDREN'S TRUST FUND)**

- Improve professional development (I).

**CHILDREN'S ADVOCACY CENTERS, ALABAMA NETWORK OF**

- Training for personnel to provide services.

**CHILDREN'S AFFAIRS, DEPARTMENT OF**

- Hiring of qualified staff (I).

**COALITION AGAINST DOMESTIC VIOLENCE, INC., ALABAMA**

- Need for trained state line staff and volunteers (I).

**CONSERVATION AND NATURAL RESOURCES, DEPARTMENT OF**

- Merit system hinders hiring of a qualified diverse employee group.
- Game & Fish: Urbanization tends to limit hunting and fishing experience, affecting future recruitment.
- Game & Fish: Ability to hire qualified individuals for job vacancies.
- Marine Police: Advancement constraints deters hiring and retention of qualified personnel.
- Marine Police: Patrol officer vacancies on bodies of water increase response time in emergencies (I).
- Marine Resource: Ability to hire qualified individuals for job vacancies.
- State Parks: Inability to manage personnel under state personnel restraints while operating enterprise system within state government.

**CORRECTIONS, DEPARTMENT OF**

- Imminent loss of large numbers of experienced staff, including senior management, coupled with inability to attract and retain competent replacements.
- Inmate Admin.: Merit system hinders ability to compete and recruit in the job market for qualified law enforcement and support staff.
- Inmate Admin.: Retention of security and non-security employees (I).
- Inmate Admin.: Extended military activation of employees.
- Inmate Admin.: Lack of adequate resources to hire and equip personnel.
- Inmate Admin.: Low staff morale due to lack of resources (I).
- Inmate Personal Services: Limited qualified people for substance abuse programs (I).
- Operations: Turnover in non-merit system executive staff promotes inconsistent pursuit of strategic objectives.
- Correctional Industries: Delays in hiring replacement personnel (I).
- Agency Admin.: Insufficient training for all employees (I).
- Institutions and Support Facilities: Lack of professional staff such as architects, engineers, and project managers (I).

**COURT OF CRIMINAL APPEALS**

- Retirement of experienced staff (I).

**CREDIT UNION ADMINISTRATION**

- Ability to retain qualified as well as experienced examiner staff at salary levels commensurate with the federal regulator, NCUA.
- Salary range for agency positions below federal and other state agencies.

**CRIMINAL JUSTICE INFORMATION SYSTEM**

- State merit system classification for ACJIC law enforcement personnel has lower pay rate than other law enforcement personnel statewide, making it hard to attract and retain high quality staff.
- Need additional funding for staff and training.
- State Personnel Department will not always allow us to create and fill positions that we need to achieve necessary goals.

**DEVELOPMENT OFFICE, ALABAMA**

- Merit system hinders hiring of qualified personnel.
- One-third of staff is retirement eligible with no plan for succession (I).

**ECONOMIC & COMMUNITY AFFAIRS, ALABAMA DEPARTMENT OF**

- CDBG: Merit system fails to identify quality candidates.
- CDBG: Tight controls over departments by Dept. of Personnel hinders productivity.

CDBG: Lack of options to motivate employees through system of rewards.  
Personnel Dept. should establish procedures to attract candidates with knowledge of new technologies and establish/update registers quickly with selection methods by which IT skills can be identified.  
Merit system hinders hiring of qualified people.  
No existing classification in the merit system to meet the needs for science and technology programs.  
Ability to hire and maintain capable water resources staff.  
Need a Water Resources Option through Personnel Dept. to enhance productivity.

#### **EDUCATION, DEPARTMENT OF**

Demands of IT and data analysis continue to increase the need for additional staff with a higher level of technical expertise (I).  
Department faces issues regarding outsourcing certain employment related tasks due to state level hiring/transfer/promotion and retention policies and procedures.  
Adequate professional development for department staff.  
Merit pay scale does not attract qualified and skilled applicants.  
Training needed to create a pool of certified trainers to conduct Summer Institutes for math/science/technology initiative.  
Continuing increase in science teachers teaching out of field: during 2002-03 school year, 34% of biology teachers, 62% of chemistry teachers, and 87% of physics teachers were outside their major field of study. These %s have been growing by 1% per year over the last decade.  
Hiring and retaining qualified personnel for disability determination program to meet the ever-changing Social Security program requirements (I).

#### **EDUCATIONAL TELEVISION COMMISSION**

- Merit system hiring procedures conflict with FCC mandates for expanded recruitment.

#### **EMERGENCY MANAGEMENT AGENCY**

- Training in emergency management and related programs is needed at both the state and local levels (I).

#### **ENVIRONMENTAL MANAGEMENT, ALABAMA DEPARTMENT OF**

- Provide technically-trained staff (I).

#### **FAITH BASED AND COMMUNITY INITIATIVES, OFFICE OF**

- Maintain adequate trained staff to administer federal awards (I).

#### **FARMERS' MARKET AUTHORITY**

- The state hiring process does not lend itself to acquiring the most qualified personnel.

#### **FINANCE, DEPARTMENT OF**

- Comptroller: Finding qualified personnel is difficult using the merit system.
- Comptroller: 75% of management personnel are eligible for retirement, with no clear plan for succession (I).
- Debt Management: The promoting and hiring of qualified personnel is difficult within present merit system.
- General Services – Mail: Current hiring system hinders long-term workers.
- General Services – Printing & Publications: Difficulties in acquiring and maintaining trained staff under merit system.
- Risk Management: Training opportunities are seldom made available.
- Administrative Services: Additional training needed for staff (I).
- Administrative Services: Personnel manager position vacant (I).

#### **FORENSIC SCIENCES, DEPARTMENT OF**

- Employee retention and promotion (I).
- Shortage of qualified applicants in certain areas of expertise.
- Pathology: Retention of trained medical professional staff and support personnel (I).
- Pathology: Inability to provide competitive salary to recruit medical examiner professionals (I).
- Pathology: Limited number of qualified medical examiners nationwide.
- Toxicology: Retention and advancement of trained toxicology staff (I).
- Toxicology: Retention and advancement of trained Implied Consent staff (I).
- Criminalistics: Retention and advancement of trained drug chemistry staff (I).
- Criminalistics: Retention and promotion of qualified firearms/toolmarks staff (I).
- Criminalistics: Hiring of one scientist and two lab technicians.
- Criminalistics: Retention and advancement of trained DNA staff (I).

#### **FORESTRY COMMISSION, ALABAMA**

- Personnel vacancies have increased response time to emergencies and requests for assistance (I).

#### **GEOLOGICAL SURVEY**

- Manpower shortages in key technical and support areas (I).

#### **GOVERNOR, OFFICE OF THE**

- Ability to attract, retain, and develop high quality employees (I).
- Difficult to reward individuals for performance or productivity.

**HEALTH, DEPARTMENT OF PUBLIC**

- High percentage of senior staff is eligible for retirement and many are in DROP program (I).
- State personnel system must provide qualified merit and contract workforce when needed.
- Need for staff training of those providing family health services (I).
- Timely availability of qualified applicants to fill jobs critical to the delivery of public health services, especially nurses.
- Pay scale for entry level environmentalists is not adequate to attract and retain employees.
- Availability of appropriately trained statistical analysts.
- Amount and complexity of training required for surveyors and environmentalists (I).

**HIGHER EDUCATION, ALABAMA COMMISSION ON**

- Potential retirement of several senior executives (I).

**HUMAN RESOURCES, DEPARTMENT OF**

- Need a plan for training individuals as successors to leadership positions in counties (I).
- Lack of adequate training program in Adult Protective Services (I).
- Lack of sufficient trained staff in all counties to operate the TANF program (I).
- Lack of sufficient trained staff in state office to design and monitor the TANF program (I).
- Lack of sufficient trained computer programming staff to enable responsive and accurate system maintenance and updates for TANF (I).
- Lack of adequate program resources to provide training in Food Assistance program(I).
- Staff turnover impacts caseload standards and consistency of trained workforce in Family Options program (I).

**INDUSTRIAL DEVELOPMENT AUTHORITY, STATE**

- Lack training to develop and maintain website (I).

**INDUSTRIAL RELATIONS, DEPARTMENT OF**

- Adequately trained staff to replace retirees (I).
- Unemployment Compensation: Excessive employee turnover rate at Montgomery call center (I).
- Employment Service: Will experience a significant loss of experienced employees through DROP, causing a managerial succession problem (I).

**INSURANCE, DEPARTMENT OF**

- Fire Marshal: Salary levels for deputies are not commensurate with the responsibilities and duties required.

**JUDICIAL INQUIRY COMMISSION**

- Personnel Department policy impedes Commission's constitutional authority to appoint and direct its staff.

**LABOR, DEPARTMENT OF**

- Hiring the needed personnel to administer the laws for boiler and pressure vessel inspection, elevator safety, and OSHA grant (I).

**LEGISLATIVE FISCAL OFFICE**

- Retirement of critical LFO personnel currently eligible for retirement.
- Retention of existing highly qualified and experienced LFO staff (I).

**LIBRARY SERVICE, ALABAMA PUBLIC**

- Limits of the merit system on hiring.
- Retirement of trained staff (I).
- Not enough trained professional IT staff (I).

**MEDICAID AGENCY, ALABAMA**

- Train and retain staff (I).
- Merit system hinders hiring of qualified personnel.
- Adequately trained staff to design & monitor programs (I).

**MENTAL HEALTH & MENTAL RETARDATION, DEPARTMENT OF**

- Improve identified staffing issues such as adequacy, consistency, depth at key positions, and training (I).
- Increased recruitment costs for shortage staff positions.

**MILITARY DEPARTMENT**

- Recruitment and retention of AL NG personnel (I).

**PARDONS & PAROLES, BOARD OF**

- Staff development & training (I).
- Administration: Officer compensation survey/revision.
- Field Services: Merit system policies hinder process of hiring.
- Field Services: Salary levels hinder hiring of qualified personnel.
- Field Services: Provide necessary training to staff (I).
- Residential Facilities: Staff training issues (I).
- Operations: Under current merit system policy, qualified personnel are often not reachable.

**PERSONNEL DEPARTMENT, STATE**

- Sufficient trained staff to implement goals.

**PLUMBERS & GASFITTERS EXAMINING BOARD**

- Limited in our recruitment and retention of qualified personnel to meet the increasing demands of administering and enforcing 100% certification (I).

**POSTSECONDARY EDUCATION, DEPARTMENT OF**

- High attrition rate for IT professionals.

**PUBLIC SAFETY, DEPARTMENT OF**

- Staffing.
- Highway Patrol: Shortage of troopers, supervisors, police communications officers.
- ABI: Inability to recruit from other divisions (I).
- ABI: Shortage of troopers, investigative, and fingerprint ID personnel.
- Protective Services: Shortage of personnel to properly staff shifts and achieve mission.
- Dept./Division Admin.: Shortage of personnel.
- Dept./Division Admin.: Improving the work environment (I).

**PUBLIC SERVICE COMMISSION**

- Improve the competitiveness of salaries with private industry in order to retain existing personnel and attract qualified applicants to fill vacancies.
- Merit system hinders the recognition of high performers.
- Improve training opportunities for staff (I).
- Retaining qualified personnel (I).

**REAL ESTATE APPRAISERS BOARD**

- Merit pay grade hinders recruitment of qualified investigators.

**REAL ESTATE COMMISSION**

- Loss of experienced staff due to retirement (I).

**REHABILITATION SERVICES, DEPARTMENT OF**

- Retirement of approximately 40% of staff over next 5 years (I).
- Impaired recruitment, retention and possible loss of staff due to inability to compete with private industry wages.
- Combination of nursing shortage and wages lower than private sector has led to reduced applications for Homebound nursing slots.
- Shortage of qualified personnel.

**REVENUE, DEPARTMENT OF**

- The Merit System hinders the hiring of qualified applicants.

**SECURITIES COMMISSION**

- Maintain adequate continual training and professional development in licensing, auditing, law enforcement, investment products and industry development (I).

**SENIOR SERVICES, DEPARTMENT OF**

- Inability to timely fill crucial positions using merit system registers.
- Merit system is not attracting high-caliber employees to fill crucial positions.

**SICKLE CELL REGULATORY & OVERSIGHT COMMISSION**

- Keep staff trained on latest treatments (I).

**SUPREME COURT OF ALABAMA**

- Insufficient time to train staff while handling increased caseload (I).

**TRANSPORTATION, DEPARTMENT OF**

- Class action lawsuit hinders attaining, retaining, and managing a quality and motivated workforce.

**TREASURER, STATE**

- Non-agency specific State Personnel job classifications.
- Loss of knowledgeable, experienced staff (I).

**YOUTH SERVICES, DEPARTMENT OF**

- Obtain state personnel registers in a timely manner.
- Inability to maintain institutional staffing levels (I).
- Maintaining capable and qualified staff (I).
- Reduction in available qualified workforce/personnel for school district.

## **INFORMATION TECHNOLOGY ISSUES**

---

Forty agencies mentioned issues that we defined as primarily about information technology. The listing includes the following kinds of information technology issues:

- *The need for updating information technology equipment and software*

For example, the Commission on Higher Education raised the issue that its computer system, purchased in 1989, is no longer upgradable or supported by the manufacturer; its software is labor-intensive and inadequate for its data processing needs.

- *The need to create databases and other types of information systems*

For example, the Department of Conservation and Natural Resource Marine Police plan mentioned the need for modernizing the boat registration system. The Board of Chiropractic Examiners and other licensing agencies mentioned the need to create information systems for their licensing functions, as well as websites for on-line applications. The Department of Industrial Relations Workers' Compensation plan listed manual entry of injury reports as an issue.

- *The need for systems planning and coordination of support*

For example, the Department of Human Resources listed the lack of an operational backup site for its State Data Center. The Finance Department's Information Systems plan listed lack of statewide IT planning and budgeting as an issue. The Health Department stated that ISD services must be more responsive, effective, and cost-efficient.

A listing of information technology issues by agency is shown below.

### **INFORMATION TECHNOLOGY ISSUES LISTED ON AGENCY STRATEGIC PLAN SUMMARIES FOR FY 2006**

#### **ALCOHOLIC BEVERAGE CONTROL BOARD**

- Improve technology to increase efficiency and accuracy (I).
- Legislative appropriations should be provided to upgrade computerized operations of stores and central offices.
- Monitor and upgrade the new computerized accounting system (I).
- Become more involved in ISD, NABCA, and other organizations to obtain new ideas and improve IT-related functions.
- Hire employees and/or consultants for networking support (I).
- Maintain current equipment and upgrade software in stores and central office (I).
- Work with other divisions to implement product scanning technology (I).

#### **ASSISTED LIVING ADMINISTRATORS, BOARD OF EXAMINERS OF**

- Manual licensing system is time consuming, costly and more susceptible to human error (I).

#### **ATTORNEY GENERAL, OFFICE OF THE**

- State-provided technology does not allow for the most efficient processing.

#### **BUILDING COMMISSION, STATE**

- Maintain and improve the database for document and record processing (I).

#### **CHIROPRACTIC EXAMINERS, BOARD OF**

• Licensee files are enormous and contain duplicate copies not in any particular order, making retrieval of information extremely time consuming (I).

#### **CONSERVATION AND NATURAL RESOURCES, DEPARTMENT OF**

- Rising costs of information technology will affect level funding goal.
- Marine Police: Antiquated boat registration recording system (I).

#### **CORRECTIONS, DEPARTMENT OF**

- Procurement of advanced information technology and training to manage and disseminate departmental data (I).
- Correctional Industries: Current accounting software is outdated and inadequate for enterprise management (I).
- Agency Admin.: Insufficient and outdated technology systems (I).

#### **COUNSELING, BOARD OF EXAMINERS IN**

- Periodic upgrade of computer hardware and software (I).

#### **COURT OF CIVIL APPEALS**

- Funding for technology.

#### **COURT OF CRIMINAL APPEALS**

- Funding for technology.

#### **CRIMINAL JUSTICE INFORMATION SYSTEM**

- ACJIC has a limited number of servers and programming staff; databases must be transitioned from existing mainframe into server environment, requiring significant financial resources and additional hardware, software and programming (I).

#### **DIETETICS & NUTRITION PRACTICE, BOARD OF EXAMINERS FOR**

- Need website for on-line application and verification of licensees (I).

#### **ECONOMIC & COMMUNITY AFFAIRS, ALABAMA DEPARTMENT OF**

- Need ongoing and expanded support from Information Services and Telecommunications Divisions in Finance Dept. for current and future systems.

#### **EDUCATION, DEPARTMENT OF**

- Utilization by special ed teachers of the student management tracking system.
- Technology support needed for teacher certification is not yet available.
- Lack of IT support for accounting section applications.
- Potential problems in the implementation and stability of the paperless, electronic process in disability determination.
- Dependability, stability, and efficiency of the Social Security Administration's case data storage and retrieval system.

#### **EDUCATIONAL TELEVISION COMMISSION**

- Quality and integrity of commercial electrical utility feeds to transmitter sites cause premature failure and down time of extremely expensive equipment.

#### **ENGINEERS AND LAND SURVEYORS, BOARD OF LICENSURE FOR PROFESSIONAL**

- Availability of outside information systems resources.

#### **ENVIRONMENTAL MANAGEMENT, ALABAMA DEPARTMENT OF**

- Complete IT transition from WANG to ORACLE (I).

#### **FINANCE, DEPARTMENT OF**

- Agency: Antiquated technology (I).
- Comptroller: Antiquated technology (I).
- Debt Management: More reliable and affordable computer services.
- General Services – Supply Services: Inefficient automated system supporting supply inventory.
- Information Systems – Telecommunications & Data Services: Lack of statewide IT planning and budgeting (I).
- Risk Management – State Employee Injury Program: Claim file maintenance & storage is cumbersome and labor intensive (I).

#### **FORENSIC SCIENCES, DEPARTMENT OF**

- No IT programmers on staff specifically focused on Implied Consent (I).
- Criminalistics: Maintain an adequate level of LIMS workstations to allow access for chemists to report cases (I).
- Criminalistics: Yearly maintenance contracts on DNA instrumentation for FY06 (I).

#### **HEALTH, DEPARTMENT OF PUBLIC**

- Use of information technology to enhance efficiency and effectiveness (I).
- ISD information technology services must be more responsive, effective and cost efficient.
- A comprehensive e-commerce approach to back office processes is needed.
- Need comprehensive lab information system (I).
- Use informatino technology to continue making improvements in vital record operations (I).
- 9/11 has increased needs of government agencies for vital record information.
- Develop automated systems to increase efficiency in Environmental/Regulatory program.
- Development of improved computer systems for CHIPS program administration (I).

#### **HEARING INSTRUMENT DEALERS BOARD**

- Need to create website for verification of licensure (I).

#### **HIGHER EDUCATION, ALABAMA COMMISSION ON**

- Computer system purchased in 1989, no longer upgradable or supported by manufacturer (I).
- Old software is labor-intensive and inadequate for data processing needs (I).

#### **HUMAN RESOURCES, DEPARTMENT OF**

- Lack of operational back-up site for State Data Center as mandated by federal policy and industry SOP.
- Child Day Care: Limited automation reduces the effectiveness of staff (I).
- Food Assistance: Lack of sufficient automation (I).
- Family Options: Lack of integrated information system creates increased workload for child welfare staff (I).

#### **INDUSTRIAL DEVELOPMENT AUTHORITY, STATE**

- More reliable and affordable computer services.

#### **INDUSTRIAL RELATIONS, DEPARTMENT OF**

- Large amount of paper printed by the mainframe (I).
- Workers' Compensation: Manually keying in each first report of injury and subsequent reports (I).

#### **INTERIOR DESIGN, BOARD OF REGISTRATION FOR**

- Lack of a central governmental database with current contact, mailing, and billing information, has proven to be a major problem in timely receipt of important mail and shipments. There should be ONE database for this info instead of the Board trying to figure out which agencies, and even individuals, are using outdated info held in personal or computer files.

#### **LAW INSTITUTE, ALABAMA**

- Need to modernize equipment for research (I).

#### **LEGISLATIVE REFERENCE SERVICE**

- Replace several laptops needed for payroll preparation and research (I).

#### **MENTAL HEALTH & MENTAL RETARDATION, DEPARTMENT OF**

- Obsolescence of technological equipment.
- Improve information technology services to include capacity, growth, adequacy, and utilization (I).

#### **PARDONS & PAROLES, BOARD OF**

- Automated records do not interface and are not accessible among agencies.

#### **POSTSECONDARY EDUCATION, DEPARTMENT OF**

- External reporting requirements generate large data gathering efforts.

#### **PROSTHETISTS & ORTHOTISTS, BOARD OF**

- Additional revenue needed for web page to dispense public information.

#### **PUBLIC SAFETY, DEPARTMENT OF**

- Communications network.
- Unit Services: Communications issue.
- Driver License: System hardware and software upgrade goal.

#### **SECURITIES COMMISSION**

- Maintain continual upgrade of technology, computer forensics, and financial analysis techniques (I).
- Consider improved data capturing capabilities through database enhancements and potential use of optical scanning (I).

#### **SENIOR SERVICES, DEPARTMENT OF**

- Underdeveloped data analysis capability needed to provide more effective management information (I).

#### **SPACE SCIENCE EXHIBIT COMMISSION**

- SPACE CAMP instructional areas must have equipment/technology upgrades (I).

#### **SUPREME COURT AND STATE LAW LIBRARY**

- Increasing cost of online legal information and library services.

#### **SUPREME COURT OF ALABAMA**

- Inadequate technology updates due to lower funding.

#### **SURFACE MINING COMMISSION**

- Storage of permit and license documents (I).

#### **TREASURER, STATE**

- Technology constraints (I).
- Increase technology advances in PACT (I).
- Limited software program capacity in unclaimed property program (I).
- Inadequate computer program operating system in SAFE program (I).

## MANAGEMENT ISSUES

---

One hundred seventeen agencies mentioned issues that we defined as management issues. These are generally agency-specific issues that do not fall into one of the other defined categories. This of course does not mean that the issues in this category are less significant – but rather that they are unique to the agency raising them. Some examples include the following:

- The Ethics Commission stated that its Compliance and Investigation Divisions are underemployed and tools available to the agency are unused, due to the lack of support employees in the IT area.
- Finance Department divisions mentioned a number of issues related to the provision of centralized state services.
- The Department of Industrial Relations listed the need to reduce the size of its office network for employment services to maintain efficient operations.
- The Department of Mental Health listed the reduction in private psychiatric beds and the increase in mental illness admissions from probate courts as issues.
- The Department of Postsecondary Education stated that the percent of the population served by adult education programs remains too low.
- The Public Service Commission Telecommunications Division discussed a reorganization to adapt to a changing industry environment.

The management issues listed by each agency are shown below.

### **MANAGEMENT ISSUES LISTED ON AGENCY STRATEGIC PLAN SUMMARIES FOR FY 2006**

#### **ACCOUNTANCY, BOARD OF PUBLIC**

- Disciplinary action often postponed until after the courts have ruled.
- Number of registrants increasing resulting in increased demand on staff.

#### **ADJUSTMENT, BOARD OF**

The number of claims that will be filed that will require a hearing.  
Coordination among Board members for more timely claim disposition and the lack of funding required to support additional hearings and automation (I).

#### **ADMINISTRATIVE OFFICE OF COURTS (UNIFIED JUDICIAL SYSTEM)**

- Jury trials have been cut due to lack of funding (I).
- Credibility of the courts among the executive and legislative branches.
- Public confidence.

#### **ADMINISTRATIVE OFFICE OF COURTS - ALABAMA SENTENCING COMMISSION**

- Acceptance and compliance with sentencing standards by judges and prosecutors.
- Community corrections funding needed.

#### **AGRICULTURAL CENTER BOARD**

- To secure additional events (I).

#### **AGRICULTURAL & CONSERVATION DEVELOPMENT COMMISSION**

Federal and state partners must continue to provide technical assistance services. State must make a commitment to fund program at minimum.

#### **ALCOHOLIC BEVERAGE CONTROL BOARD**

- The state should remain as the wholesaler for all distilled spirits.
- The state continues to lease property for the ABC retail and wholesale outlets.
- Improve product mix in stores (I).
- Improve inventory control procedures in warehouse and stores (I).
- Improve efficiency of the pricing system (I).
- Increase number of stores with appropriated spending authority provided (I).
- Improve process of locating best possible site for all ABC stores (I).
- Increased responsibilities are demanding on the limited sworn Enforcement employees.

- Provide materials and training to the public, report results to Dept. of Mental Health accomplished tasks.
- Employ one compliance specialist to train and educate merchants and public in southwest Alabama (I).
- Provide pamphlets and materials at exhibits for tobacco/alcohol prevention and for underage (I).
- Monitor inventory controls and cost of goods sold (I).
- Monitor financial statement of position and revenues and expenditures (I).
- Review purchases to control cost of operations (I).
- Audit of wholesale beer and wine companies and collection of taxes and penalties (I).

#### **ARCHIVES & HISTORY, DEPARTMENT OF**

- Inability to solicit donations of items to fully document the history of Alabama (I).
- Adequate staffing level to provide appropriate assistance to local agencies (I).
- Inability to remain open to the public 8 hours 6 days a week (I).
- Number of state agencies needing assistance to create approved RDAs.
- Cataloging backlog (I).

#### **ARTS, STATE COUNCIL ON THE**

- Art support, appreciation, production and education is inadequate statewide.
- Must improve response to demand ratio in both grants and staff assistance (I).

#### **ATHLETIC TRAINERS, BOARD OF**

- More timely, expeditious review of applications by credentials committee (I).
- Improve relations with other allied healthcare groups in case amendments to legislation required.

#### **ATTORNEY GENERAL, OFFICE OF THE**

- Certain state procedures do not provide the most efficient means of meeting tasks.
- Certain state procedures prohibit cost savings.
- Consumer Utilities: Increasingly complex regulatory matters.

#### **AUCTIONEERS, BOARD OF**

- Insuring that all individuals publicly advertising auction services are appropriately licensed and in good standing with the board.
- Improve public awareness and provide information to licensees (I).

#### **AUDITOR, STATE**

- Office reorganization to reflect changes in job requirements because of attrition (I).

#### **BANKING DEPARTMENT, STATE**

- Maintain sufficient staff to cover evolving roles in the financial services industry while holding down expenses (I).
- Moving target of regulated entities within the financial services industry due to mergers, consolidation, expansions, product developments, innovations, and improved delivery systems.

#### **BAR ASSOCIATION, STATE**

- Continued high level of participation by volunteers in carrying out agency functions (I).

#### **BUILDING COMMISSION, STATE**

- Improve public knowledge and understanding of documents and procedures to help minimize inaccuracies and errors. Add a structural/civil engineer to complete the plan review team (I).
- Due to attrition and projected increase in workload, an administrative employee is required to maintain current standards and agency goals (I).
- Practicing of non-licensed home inspectors.
- Improve public knowledge and understanding of documents and procedures for home inspectors.
- Hire an investigator to handle investigations of complaints about home inspectors (I).

#### **CHILD ABUSE & NEGLECT PREVENTION BOARD (CHILDREN'S TRUST FUND)**

- Improve accountability of agency.

#### **CHILDREN'S ADVOCACY CENTERS, ALABAMA NETWORK OF**

- Providing funding for existing advocacy centers and pilot programs (I).
- Developing underserved areas of the state.

#### **CHILDREN'S AFFAIRS, DEPARTMENT OF**

- Development of stronger business approach to daily operations of department (I).
- Reduction in conflicting policies across agencies.
- Children's Policy Councils must see measurable outcomes from their work (I).
- Increase administrative support for department (I).

#### **CHILDREN'S SERVICES FACILITATION TEAM**

- 3 staff members responsible for assisting all 67 counties (I).
- Improve response time to requests from counties (I).
- Improve training and technical assistance capability (I). County teams need assistance in identifying and locating resources with limited staff.

- Types of referrals are unpredictable and length of service varies.
- County teams must be accountable for local Children First funds received.

#### **CHIROPRACTIC EXAMINERS, BOARD OF**

- Involuntary compliance with all rules and regulations.
- Increased paperwork for self funded agencies.

#### **CHOCOLOCCO CREEK WATERSHED CONSERVANCY DISTRICT**

- Reduce flood risk in the Choccolocco Creek flood plain.

#### **CHOCTAWHATCHEE, PEA AND YELLOW RIVERS WATERSHED MANAGEMENT AUTHORITY**

- Need for additional water quality monitoring (I).
- Need for a long-range plan for management of water resources (I).
- Need for improvement in basin-wide flood warning system (I).
- Need to identify ongoing water related needs (I).
- Need to conduct water resources and water quality education projects (I).
- Lack of regional water supply sources.

#### **COALITION AGAINST DOMESTIC VIOLENCE, INC., ALABAMA**

- Need for widespread distribution of information on statewide, toll-free phone line.

#### **CONSERVATION AND NATURAL RESOURCES, DEPARTMENT OF**

- Game & Fish: Change in land use and environmental constraints.
- Game & Fish: Shifting responsibility for field personnel due to urbanization (I).
- State Lands: Increasing delays in federal appraisal review process jeopardizing federally supported land acquisitions.
- State Lands: Adjust personnel structure for land valuation efforts, consistent with federal guidelines (I).
- State Lands: Adjust personnel structure for land management in response to increasing responsibilities (I).
- Marine Resources: Shift priorities to enhance completion of research studies critical to enhancing and protecting fishery resources (I).
- Marine Resource: Focus on population and harvest surveys to measure population dynamics of saltwater resources and angler use of targeted species, in maintaining and developing laws and regulations (I).
- Marine Resource: Funding availability and priority may impact artificial reef completions (I).
- State Parks: Change thought process to become more flexible and creative to reduce operating costs and increase revenues. Use volunteers, develop partnerships, cultivate friendship groups (I).
- State Parks: Limited flexibility to compete with other recreational private industries (I).

#### **CONTRACTORS, STATE LICENSING BOARD FOR GENERAL**

- Must make the renewal process more accessible to contractors (I).
- Make contractors aware of rules and procedures.

#### **CORRECTIONS, DEPARTMENT OF**

- Continual growth and prolonged confinement of the inmate population.
- Inmate Admin.: Safety of staff and inmates (I).
- Inmate Personal Services: Inability to monitor inmate food consumption (I).
- Community Corrections: Lack of adequate staff and equipment (I).
- Community Corrections: Lack of education for existing and prospective counties (I).
- Correctional Industries: Markets for manufactured goods are limited to in-state governmental agencies; need to create new markets (I).
- Correctional Industries: Growing population of inmates with no usable work skills (I).
- Agency Admin.: Priorities and goals change with administrations, inhibiting long range planning.
- Agency Admin.: Limited staff and other resources.

#### **COSMETOLOGY, BOARD OF**

- Update information to licensees regarding cosmetology rules and regulations (I).

#### **COURT OF CIVIL APPEALS**

- Sufficient personnel to meet constitutional mandate to act (I).

#### **CREDIT UNION ADMINISTRATION**

- Increase examination staff by 3 FTE and 1 contractual (I).

#### **CRIMINAL JUSTICE INFORMATION SYSTEM**

- Some law enforcement agencies lack internet access and the new reporting system under development is web-based.
- ACJIC will take control of LETS eff. Jan. 2005; this will require additional training and auditing staff, as well as additional procedures (I).
- System misuse/abuse by user agencies.
- State and federal regulations.
- Do not have sufficient personnel to provide services that must be provided as agency grows; some added personnel will be required and some positions must be upgraded as agency expands to meet user needs (I).

**DEVELOPMENT OFFICE, ALABAMA**

- Duplication of efforts by non-economic developers that interfere with ability to make good business decisions on projects (I)
- Too much time and resources are focused on coordination with local developers with no significant impact on project generation (I).
- Redirect film staff efforts to developing and pursuing leads among writers, producers and directors (I).

**DIETETICS & NUTRITION PRACTICE, BOARD OF EXAMINERS FOR**

- Changes in National ADA Continuing Education verification has shifted to state's responsibility.

**DRYCLEANING ENVIRONMENTAL RESPONSE TRUST FUND ADVISORY BOARD**

- Maintaining active board members (I).

**ECONOMIC & COMMUNITY AFFAIRS, ALABAMA DEPARTMENT OF**

- Community Services: New federal performance standards must be communicated to CAAs.
- ARC: Grant Program needs information on availability of technology in the schools.

**EDUCATION EMPLOYEES' HEALTH INSURANCE BOARD, PUBLIC**

- National medical trends, new technologies and provider price increases.

**EDUCATION, DEPARTMENT OF**

- Shortage of personnel to meet demands of NCLB (I).
- Shortage of personnel to meet demands of NCLB (I).
- Lack of collaborative efforts between sections of department (I).
- Lack of appropriate procedures that promote progress (I).
- Building capacity in Local Education Agencies (LEAs) to improve student achievement.
- Identifying problems that impede student achievement and finding solutions.
- Agreement among senior department staff regarding role and assignments for NCLB R & D office (I).
- Half-time clerical support is needed to increase efficiency and productivity for NCLB R & D office (I).
- Detect and remove fraud through timely audits and reviews of child nutrition programs.
- Provide better meals for children.
- Increase accountability in child nutrition programs.
- Shortage of state staff to administer quality career tech program statewide (I).
- Strong communication activities to influence public opinion about value of career tech must be omnipresent.
- Strong business partnerships must be established, nurtured, and maintained to build credibility and confidence in the product of career tech program.
- Lack of adequately trained, certified, and highly qualified special ed teachers.
- Adequate department staff to provide technical assistance and compliance monitoring.
- Collecting and reporting of accurate student data.
- Meeting complicated federal requirements of NCLB.
- Shortage of personnel to monitor LEAs more closely (I).
- Need for full-time professional development staff at each teacher in-service center.
- In-Service centers are critical to closing achievement gap with other states.
- Review core course content areas to assure assessment alignment.
- Increase collaboration among various community groups to provide adequate remedial opportunities.
- Exposure and understanding of the JAG national model. Lack of staff time for this is critical.
- Strong business partnerships must be established and maintained to build capacity, credibility, and support.
- Collecting and reporting of accurate student data.
- Adequate department staff to provide technical assistance and compliance monitoring.
- LEAs provide the necessary technology, equipment upgrades and maintenance to achieve educational goals.
- Sufficient staff to meet professional development/computer training requests.
- Just beginning to establish baseline data on frequency of initiation of actions under tenure arbitration law.
- Overcoming self-imposed obstacles within state government that impede data collection, printing, and distribution of report cards.

**EDUCATIONAL TELEVISION COMMISSION**

- Reduce down-time and off the air situations across the state (I).

**ELECTRICAL CONTRACTORS, BOARD OF**

- Increase number of newsletters and communication with licensees (I).
- Promote licensure in rural areas.

**ELECTRONIC SECURITY BOARD OF LICENSURE**

- Improve efficiency of application processing (I).

**EMERGENCY MANAGEMENT AGENCY**

- Staff is not currently sufficient to provide needed planning, mitigation, response, and recovery services (I).

#### **EMPLOYEES' INSURANCE BOARD, STATE**

- Implementation of newly enacted changes in State Employees' Health Insurance Plan.
- Rising health care costs, increased utilization, and an aging population (I).

#### **EMPLOYEES' RETIREMENT SYSTEM**

- Improve communications to members (I).

#### **ENGINEERS AND LAND SURVEYORS, BOARD OF LICENSURE FOR PROFESSIONAL**

- Educate the public on responsibilities of the board vs. the courts in resolving complaints (I).

#### **ENVIRONMENTAL MANAGEMENT, ALABAMA DEPARTMENT OF**

- Adequate staff (I).
- Reduce time for enforcement actions (I).
- Resources required to respond to social/zoning and similar issues outside ADEM's authority.

#### **ETHICS COMMISSION, ALABAMA**

• Our Compliance and Investigation Divisions are underemployed and tools available to us are not being used. We are requesting an additional 3 employees in order to use the computer system for our Compliance Division and to assist the Investigations Division (I).

#### **FAMILY PRACTICE RURAL HEALTH BOARD**

- Gaining admittance into medical school for students from rural areas.
- Image of family practice as "inferior" to other specialties.

#### **FINANCE, DEPARTMENT OF**

- Budget: Decisions needed to prepare budget and associated appropriation bills are not timely to prevent errors (I).
- Budget: Increased workload through more required analysis due to *Smart Budgeting*.
- General Administrative Services & Cost and Property Management: Private developers are providing costly space to state agencies and departments.
- General Administrative Services & Cost and Property Management: Vacant buildings are increasing - excessive vacant space.
- General Services – Mail: Lack of customer satisfaction, customer education and product and service awareness (I).
- General Services – Supply Services: Agencies not purchasing from central supply.
- General Services – Supply Services: Customer satisfaction and customer education (I).
- General Services – Motor Pool: Current motor pool fuel options don't include an alternative fuel system (I).
- General Services – Motor Pool: Fleet management plans need to be established (I).
- General Services – Printing & Publications: Unrealistic job turnaround demands made by some customers.
- General Services – Printing & Publications: Frequent state policy changes.
- General Services – Printing & Publications: Vendor persuasiveness with user agencies.
- Information Systems – Telecommunications & Data Services: Lack of customer focus (I).
- Information Systems – Telecommunications & Data Services: Inadequate internal workforce to support critical missions (I).
- Information Systems – Telecommunications & Data Services: Deficiencies in disaster recovery services for critical IT systems and applications (I).
- Information Systems – Telecommunications & Data Services: Inefficient internal business processes and systems (I).
- Risk Management – State Insurance Fund: Inadequate staffing delays follow-up surveys on buildings (I).
- Risk Management – State Insurance Fund: Claims vacancies have delayed prompt payments (I).
- Risk Management – General Liability Trust Fund: Loss control activities are minimal (I).
- Risk Management – State Employee Injury Program: Compensability of claims is often delayed due to difficulties obtaining records from state agencies and health care providers (I).
- Risk Management – State Employee Assistance Program: Participation in program by agencies fluctuates, since the program is voluntary.
- Risk Management – State Employee Assistance Program: Inadequate staffing to properly administer the program (I).
- Risk Management – State Employee Assistance Program: Slow response time on handling cases, referrals, and follow-ups (I).
- Risk Management – State Employee Assistance Program: Fluctuating customer base adversely impacts long-range planning (I).
- Administrative Services: Inefficient business processes and systems.
- Administrative Services: Lack of access to quality reference material (I).

#### **FINE ARTS, ALABAMA SCHOOL OF**

- Rigid state 4 x 4 curricular requirements hinder maximum student progress in arts programs.
- Increase public and private support for campus improvements.
- Narrow state testing requirements that do not support advanced learning priorities.

#### **FLEXIBLE EMPLOYEES BENEFITS BOARD**

- Lack of trained staff to adequately handle increased enrollments.

#### **FORENSIC SCIENCES, DEPARTMENT OF**

- Inadequate staff, facilities, equipment and supplies.
- Toxicology – Implied Consent: Steady increase in officers requesting training.
- Toxicology – Implied Consent: Number of officers reserving training slots but failing to show up.

- Toxicology – Implied Consent: Number of service calls required for maintenance of breath-testing instruments.
- Criminalistics: Increasing number of clandestine lab cases, scene investigations and chemistry substances submitted for analysis.
- Agency Admin.: Increase in scientific staff results in increased demands on administrative staff (I).

#### **FORESTERS, STATE BOARD OF REGISTRATION FOR**

- Clarify professional practices delineations.
- Sunset Committee Review FY 05.
- Develop succession plan for Executive Assistant position (scheduled retirement May 2006) (I).

#### **FOREVER WILD LAND TRUST FUND, BOARD OF**

- Enhance internal grant application capability (I).
- Work with external appraisers associated with federal grant applications and valuations (I).

#### **FUNERAL SERVICE, BOARD OF**

- Lack of Consensus on regulation enhancements such as continuing education.
- More mortuary school graduates will be taking national exam at school, lowering the number of applicant for state exam.

#### **GEOLOGISTS, BOARD OF LICENSURE FOR PROFESSIONAL**

- Encouraging expired licensees who are still conducting business as a Geologist to renew and maintain active licensure.
- Maintaining current licensee contact information and maintaining quarterly newsletters to licensees (I).

#### **GOVERNOR, OFFICE OF THE**

- Effective communication with staff, agencies, the legislature, other key stakeholders, and the general public (I).
- Challenge of managing agencies/departments that are not under the purview of the Governor.
- Difficult to reward agencies for performance or productivity.

#### **GOVERNOR'S OFFICE ON DISABILITY**

Newly appointed coordinator's lack of experience in writing grants to secure funds.  
Lack of communication between this office, the Governor and his staff.

#### **HEALTH, DEPARTMENT OF PUBLIC**

- State business systems must be responsive to the department's need to meet financial and workforce demands driven by the fund sources so that these resources can be fully utilized.
- Public health concerns include well-being of an aging population, protection of elderly in assisted living facilities, maintaining elderly and disabled in their homes, and protecting the elderly from fraud and abuse. A comprehensive program involving AG, ADSS, and ADPH is needed.
- Family Health Services: Acquiring objective measures for matching staffing to workload (I).
- Family Health Services: Conflicting preferences about behaviors such as tobacco use, willingness to be vaccinated, and sexual activity.
- Family Health Services: Threat of terrorism, natural disasters, and naturally occurring pandemic disease.

#### **HEALTH PLANNING & DEVELOPMENT AGENCY, STATE**

- Lack of agency personnel to perform required functions in a timely manner (I).
- Due to recent legislative acts, the SHCC has adopted a plan to review the State Health Plan annually (I).
- Data received from healthcare facilities contain multiple errors in reporting and incorrect/incomplete forms.

#### **HEATING AND AIR CONDITIONING CONTRACTORS, BOARD OF**

- Public falsely representing themselves as HVAC contractors.
- No certification requirement for technicians who often perform the work.
- Improve public awareness and provide pertinent information to licensees (I).
- Increase in number of field investigators (I).

#### **HIGHER EDUCATION, ALABAMA COMMISSION ON**

- Maintain resources needed to fulfill mandates, particularly staffing (I).
- Perception that formula used to produce ACHE Standard is overly complicated and generates a statement of needs far in excess of higher education's share of revenues.
- Need for additional strategies to demonstrate accountability in higher education.
- Collaboration among stakeholders in higher education.
- Increasing demands for data.
- Find more effective ways to foster better communication and cooperation among scientists of the three universities (I).
- Find ways to get agriculture leadership and clientele groups to utilize combined expertise of the three universities in the Agricultural Land Grant Alliance.

#### **HISTORICAL COMMISSION, ALABAMA**

- Need to review and develop consensus concerning AHC's direction and priorities (I).
- Size of staff not adequate to keep up with the needed maintenance of sites (I).

#### **HOME MEDICAL EQUIPMENT SERVICES PROVIDERS BOARD**

- To ensure that all entities providing home medical services not exempt by law are licensed and regulated.

- Improve public awareness and provide pertinent information to licensees (I).

#### **HOMELAND SECURITY, DEPARTMENT OF**

- Maintain current level of funding to provide for administrative requirements and incremental staff increases.

#### **HUMAN RESOURCES, DEPARTMENT OF**

- County Administration: Continuing to receive same level of community support.
- Adult Protective Services: Lack of adequate number of assigned staff (I).
- Child Foster Care: Lack of sufficient resources for foster family homes, therapeutic foster care, residential facilities, transitional and independent living programs, and adoptive homes available in accordance with individualized service planning process (I).
- Child Adoption: Lack of adequate number of staff dedicated to complete adoption process and legal steps (I).
- Child Adoption: Lack of adoptive resources interested in adopting special needs children, especially older youth.
- Child Protective Services: Caseloads are difficult for workers handling child abuse/neglect reports and ongoing child protective services (I).
- Child Protective Services: Lack of community support and resources for serving at-risk children.
- Child Day Care: Inadequate staff to perform mandated licensing functions (I).
- Child Day Care: Inadequate numbers of highly trained, caring child care workers (I).
- Food Assistance: Inadequate number of trained staff to perform mandated functions (I).
- Family Options: Increase in number of foster care children with severe emotional and behavioral conditions.

#### **INDIAN AFFAIRS COMMISSION**

- Agency must be the only avenue through which Indian groups request and receive state recognition.

#### **INDUSTRIAL RELATIONS, DEPARTMENT OF**

- Unemployment Compensation: Need to improve discovery of overpayments (I).
- Employment Service: Size of office network (number of offices) must be reduced to maintain efficient operations (I).
- Labor Market Information: Coordination & collaboration of data-mining efforts to address demand-driven local WIA planning area needs (I).
- Industrial Safety & Accident Prevention and Abandoned Mine Lands: Coordination of inspection schedules among state and federal agencies (I).
- Industrial Safety & Accident Prevention and Abandoned Mine Lands: General fund budget restraints hinder legally mandated mine inspection scheduling.
- Workers' Compensation: Scheduling of benefit review conferences due to lack of understanding (I).

#### **INSURANCE, DEPARTMENT OF**

- Staffing levels need to be increased to allow the Department to meet its goals and objectives (I).
- Staffing needs continually vary depending upon the number and size of companies placed into rehabilitation or liquidation.
- The future impact of insolvent pre-need funeral providers is difficult to assess because it is a relatively new area of responsibility.
- The Department is responsible for expenses of a company in Receivership if or when the company's own funds are depleted.
- The length of time a company remains in Receivership is dependent on outstanding claims, statutory requirements, and legal issues.

#### **INTERIOR DESIGN, BOARD OF REGISTRATION FOR**

- Lack of knowledge among design community and Sunset Committee members about the Interior Design law and legal role of the Interior Design Board and our members.
- Too few office hours to properly serve registrants (I).

#### **INTERPRETERS & TRANSLITERATORS, LICENSURE BOARD FOR**

- The state's demands, in addition to the Board's mission requirements, are too many and complicated for an all-volunteer Board to learn and facilitate quickly, especially when turnovers should occur every year due to staggered terms requirement.
- It is vital that the agency work with other organizations to develop a larger pool of interpreters (I).
- ALBIT needs a mentor for a few years until ALBIT Rules and Regulations, as well as its Standard Operating Procedures, are well established.
- The state's demands, in addition to the Board's mission requirements, are too many and complicated for an all-volunteer Board to learn and facilitate quickly, especially when turnovers should occur every year due to staggered terms requirement.

#### **JUDICIAL RETIREMENT FUND**

- Improve communications to members (I).

#### **LABOR, DEPARTMENT OF**

- Additional funding needed to hire personnel for child labor enforcement.
- Federal Government decides to discontinue surveys.

#### **LEGISLATIVE FISCAL OFFICE**

- Unanticipated federal legislation or another action at the federal level or unanticipated action by the executive or judicial branches of government at the state level which impacts state revenue and expenditures.
- Sudden, unanticipated changing economic conditions or traumatic events which will impact the state's economy.
- Level of knowledge and awareness of professional staff regarding issues of importance to Alabama state government and the Alabama Legislature in general and within each staff member's respective assigned area (I).

**LIBRARY SERVICE, ALABAMA PUBLIC**

- Limited coordination with state public school reading programs.

**LIEUTENANT GOVERNOR, OFFICE OF THE**

- Maintain full staff and require efficient performance to ensure the best public service (I).

**LIVESTOCK MARKETING BOARD**

- Receive, review, and issue charters in a timely and unbiased manner (I).
- Continued expansion of Alabama's livestock marketing business.

**MESSAGE THERAPY, BOARD OF**

- Insuring that all individuals publicly advertising massage therapy services are appropriately licensed and in good standing with the Board.
- Improving public awareness (I).

**MATH & SCIENCE, ALABAMA SCHOOL OF**

- Improve educational courses available to students.

**MEDICAID AGENCY, ALABAMA**

- Improve fraud discovery and recovery (I).
- Reduce time for nursing home eligibility determinations (I).
- Nursing home reimbursement methodology is set in state law.
- Rapid growth of 65 & over population.
- Use of inappropriate delivery settings by client population.
- Pharmaceutical manufacturer price increases.

**MENTAL HEALTH & MENTAL RETARDATION, DEPARTMENT OF**

- Maintain facility/hospital certification/accreditation while addressing issues such as hospital overcrowding and serious incidents (I).
- Address the increasing costs of living to include energy costs and health care costs.
- Maintain compliance with federal regulations.
- Prevent the further loss of private psychiatric hospital beds
- Address the continued increase in probate admissions to psychiatric hospitals.
- Admissions to acute care units of public psychiatric hospitals from probate courts has risen 20% in 3 years.
- The number of private psychiatric beds has decreased by 500 in the past 3 years.
- Incidents at state-operated MR facilities will continue to occur.
- Community MR consumers will require respite and crisis services from a developmental center.
- Growth in waiting list for MR institutional services.
- The stigma associated with mental illness is a barrier.
- Public and family education are critical needs.
- Collaboration among stakeholder groups is essential.

**MILITARY DEPARTMENT**

- Mobilization of units and personnel in support of federal missions.
- Adequate personnel to manage projects and administer contracts (I).
- Limited staff levels increase time required to process transactions (I).

**NURSING, BOARD OF**

- Renewal period causes revenues and total number of licenses issued to be lower in LPN renewal year (even fiscal years) (I).
- Number of nurses applying for initial licensure/renewing active licenses.

**ONSITE WASTEWATER BOARD**

- Improve upon compliance (I).
- Improve on continuing education for licensees through various sponsors.

**PARDONS & PAROLES, BOARD OF**

- Field Services: No control over number of persons placed on probation.
- Field Services: No control over number of investigations requested.
- Residential Facilities: Residential medication & medical treatment (I).
- Residential Facilities: Adequacy of treatment programs (I).
- Residential Facilities: Encourage public involvement in center programs.
- Residential Facilities: Maintain communication with outside law enforcement.

**PEACE OFFICERS' ANNUITY AND BENEFIT FUND**

- Must create membership proactiveness and awareness of the Fund's financial issues to assist in legislative efforts.

#### **PEACE OFFICERS STANDARDS & TRAINING COMMISSION**

- Reduce backlog of academy graduates not scanned into imaging system and backlog of data not keyed into database, and keep up with current caseload (I).
- Continue to review and improve curriculum content (I).
- Receive and investigate complaints concerning violations of state laws, rules, regulations, falsified applications (I).
- Adequate staff to monitor law enforcement officer training, certification, and continuing education (I).
- Incomplete and/or improperly submitted applications wastes staff time and causes added expense.

#### **PERSONNEL DEPARTMENT, STATE**

- Conflicting customer interests (Example: agency head wants new examination while applicants on existing want job consideration).

#### **PHYSICAL FITNESS, COMMISSION ON**

- Improve efficiency of staff and office operations even though there is a shortage of staff (I).
- Recruit and train volunteers for programs and to raise additional in-kind services and monies.

#### **PLUMBERS & GASFITTERS EXAMINING BOARD**

- Decrease the number of uncertified workers in the state by enforcing compliance laws.

#### **POSTSECONDARY EDUCATION, DEPARTMENT OF**

- State workforce development system is not centralized.
- Department of Postsecondary Education does not serve as IPEDS coordinator for two-year colleges in the state.
- Competency-based career tech curriculum does not reflect current industry certification.
- Percent of adult population served by adult education programs remains too low (I).
- Continuing in-migration of non-English-speaking population.

#### **PRESIDENT PRO TEMPORE, OFFICE OF THE SENATE**

- Operate in the most efficient and cost-effective manner due to limited state resources, providing necessary services with the limited funds available.

#### **PROSTHETISTS & ORTHOTISTS, BOARD OF**

Additional revenue needed for a staff investigator, court reporter, & administrative law judge for legal proceedings.  
Additional revenue needed for administration of complaints.

#### **PUBLIC SAFETY, DEPARTMENT OF**

- Highway Patrol: Identifying areas with high volume of traffic fatalities and crashes (I).
- Highway Patrol: Increasing the commercial vehicle enforcement program.
- Protective Services: Planning and creation of P & P to insure best utilization of shared systems/properties within Capitol Complex.
- Increase no. of arrests made by Driver License division (I).

#### **PUBLIC SERVICE COMMISSION**

- Managing increasing workloads efficiently so that a stable, more competitive utility infrastructure that will benefit all Alabamians continues to develop (I).
- Unable to maintain staffing level to adequately enforce minimum gas pipeline safety standards (I).
- Maintain stable utility rates while allowing the utility companies to recover escalating costs for environmental, health care, insurance, and fuel (I).
- All telecommunications services are in the process of transitioning to broadband delivery.
- Telecommunications Division: Reorganization plan underway to adapt to changing regulatory requirements allows for attrition to eliminate some classifications and others to be increased. Funding the new organization staff requirements is critical as the Division transitions with the industry it regulates (I).

#### **REAL ESTATE APPRAISERS BOARD**

- Improve ability to identify fraud vs. incompetence (which is curable) (I).

#### **REHABILITATION SERVICES, DEPARTMENT OF**

- Consumers exercising choice and costing Hemophilia program more money.
- Large caseload sizes for Homebound program (I).
- Continued viability of partnerships with Medicaid and other agencies for Homebound program.
- Early Intervention: Rising cost of health care while serving children in their natural environments.
- Toll-Free ADA Hotline: Significant increase in requests due to elimination of other governmental resources.

#### **RESPIRATORY THERAPY, STATE BOARD OF**

- No administrative services contract.
- Funding not available.
- No rules and regulations for the Licensure Board or process (I).
- No notification procedure to inform respiratory therapists of need to obtain license (I).

#### **REVENUE, DEPARTMENT OF**

- Every county will implement annual equalization according to schedule.

- County staffing and technological resource availability for property appraisals.
- Federal Government continues to make information available.
- Outsourcing vendors will continue to partnership with ADOR.

#### **SECURITIES COMMISSION**

- Maintain adequate staff to timely handle increases in licensing, registrations, investigations, legal matters and financial education (I).

#### **SENIOR SERVICES, DEPARTMENT OF**

- Limited nursing staff to determine client eligibility (I).
- Continuing client confusion with the federal Medicare prescription drug card program.
- Dependency on the pharmaceutical industry for free medication.

#### **SICKLE CELL REGULATORY & OVERSIGHT COMMISSION**

- Serve large areas with staff (I).
- Maintaining current services with 25% less funding than in 2002 (I).
- Lack of funding and access to healthcare.
- Travel time in reaching patients making sure clients know of assistance (I).
- Getting people to take advantage of programs.

#### **SOIL & WATER CONSERVATION COMMITTEE**

- Expertise of advisory committee is crucial to insure integrity of the program.
- State committee funding is crucial to provide staff support for registration (I).

#### **SPEAKER OF THE HOUSE, OFFICE OF THE**

- General Fund could face proration.

#### **SPEECH PATHOLOGY & AUDIOLOGY, BOARD OF EXAMINERS FOR**

- Reduce number of complaints regarding insufficient clerical support (I).

#### **SUPERCOMPUTER AUTHORITY, ALABAMA**

- Limited funds to adequately meet the increasing demands for technical support and related services (I).
- Limited funds to adequately meet the increasing demands for adequate statewide connectivity, backbone bandwidth, and network redundancy (I).

#### **SUPREME COURT AND STATE LAW LIBRARY**

- Inability to update existing materials and purchase new titles, especially in areas of law with new developments (i).

#### **SURFACE MINING COMMISSION**

- Staffing to administer program (I).
- Fluctuation of coal market.
- Lack of adequate funding to meet inspection frequency requirement and timely review of permits.

#### **TEACHERS' RETIREMENT SYSTEM**

- Improve communications to members (I).

#### **TENNESSEE-TOMBIGBEE WATERWAY ASSOCIATION**

- Restore waterway benefits lost due to economic recession.

#### **TOURISM & TRAVEL, BUREAU OF**

- Consistent advertising (I).
- Increase number of travelers and their length of stay.

#### **TREASURER, STATE**

- Escalating tuition costs.
- Fixed income and equity market conditions.
- Selling future contracts for PACT program (I).
- Limited outreach efforts for ACES program (I).
- No funding to provide education awareness opportunities for SAFE program.
- Program awareness opportunities for SAFE program (I).

#### **VETERANS AFFAIRS, DEPARTMENT OF**

- Increasing workload due to war on terrorism (I).
- Federal Veterans Affairs Dept. is untimely in responses and settlement of claims.
- Additional personnel needed to meet anticipated workload increase with timely, accurate eligibility determination (I).

#### **VETERINARY MEDICAL EXAMINERS, BOARD OF**

- Board Member continuity is essential to effect consistent application of regulatory duties.

**WARRIOR-TOMBIGBEE WATERWAY ASSOCIATION**

- Continue working relationship with Corps and USCG.
- Support federal legislation for work of Corps and USCG.

**WOMEN'S COMMISSION**

- Broadening the base of local stakeholders for the Commission and identifying key areas of focus.

**YOUTH SERVICES, DEPARTMENT OF**

- Determine types and locations of community facilities to be operated by the Department (I).
- Maintain existing licensure standards for boot camp programs (I).
- Meet SACS accreditation standards (I).
- Reduce teacher-student ratio to meet accreditation standards (I).
- Ever-changing demographics of student population.
- Increase awareness of transitional services for students.
- Community education programs will continue to provide services to at-risk youth.

## **INFRASTRUCTURE ISSUES**

---

Twenty-three agencies mentioned issues that we defined as primarily related to infrastructure. The issues involve:

- *Inadequate state facilities*

For example, the Department of Corrections stated that its present infrastructure will not support the present inmate population over the next five years. It specifically listed health and safety issues and inadequacies in food service equipment, laundry equipment, communications equipment, and farming equipment. The Department of MHMR also listed institutional infrastructure as an issue. The Department of Emergency Management stated that the existing EOC is not big enough to accommodate the staff responding to a major event such as Hurricane Ivan. The Department of Public Safety listed the condition of its training facilities. The Department of Rehabilitation stated that its state office is below the standards expected of public services. Other departments also listed facilities as an issue.

- *Vehicle fleet requirements*

For example, the Department of Corrections stated that its vehicle fleet is beyond the recommended replacement schedule. The Geological Survey and Oil and Gas Board mentioned the need to upgrade vehicles. The Fire Marshal in the Insurance Department listed the need to purchase vehicles for disaster response. The Public Service Commission Telecommunications Division listed vehicle replacement as an issue.

- *Equipment needs*

The Departments of Public Health and Forensic Sciences mentioned lab and other technical equipment needs as particular issues.

- *Inadequate county offices of state agencies*

The Departments of Human Resources, Public Health, and Rehabilitation listed the condition of their local facilities as a concern.

The infrastructure issues listed by each agency are shown below.

### **INFRASTRUCTURE ISSUES LISTED ON AGENCY STRATEGIC PLAN SUMMARIES FOR FY 2006**

#### **AGRICULTURAL CENTER BOARD**

Enablement to upgrade facility.

#### **ARCHIVES & HISTORY, DEPARTMENT OF**

- Aging facility in need of mechanical updates and structural repairs (I).
- Remaining work on design, fabrication, and installation of new Alabama history exhibit (I).

#### **CORRECTIONS, DEPARTMENT OF**

- ADOC infrastructure in its present state will not adequately support the present inmate population for the next five years (I).
- Inmate Personal Services: Food service equipment not adequate (I).
- Inmate Personal Services: Laundry equipment not adequate (I).
- Operations: Outdated and insufficient communication devices.
- Operations: Vehicle fleet has exceeded recommended replacement schedule and does not meet special needs of department.
- Operations: Lack of funding for routine preventive maintenance.
- Correctional Industries: Current farming equipment is insufficient (I).
- Institutions and Support Facilities: Inadequate facilities and infrastructure that jeopardize the health and safety of the staff, inmates, and public.

#### **EMERGENCY MANAGEMENT AGENCY**

- Existing EOC in Clanton is not big enough to accommodate the needed staff or the additional personnel brought in during response to an event (such as Hurricane Ivan).

**FINANCE, DEPARTMENT OF**

- General Services – Mail: Inappropriate operational space (I).
- General Services – Supply Services: Inappropriate operational space.
- General Services – Supply Services: Change in vendor practices will require additional warehouse space (I).
- General Services – Printing & Publication: Proliferation of high speed copiers purchased by user agencies.

**FINE ARTS, ALABAMA SCHOOL OF**

- Lack of preferred performance facilities for optimal instruction (I).

**FORENSIC SCIENCES, DEPARTMENT OF**

- Outdated equipment and inadequate facilities (I).
- Pathology: Adequate funding for Birmingham-Hoover Medical Examiner Facility.
- Toxicology: Maintain an adequate level of analytical instrumentation (I).
- Toxicology: Number of breath-testing instruments vs. demand (I).
- Criminalistics: Maintain an adequate level of analytical instrumentation (I).
- Criminalistics: Adequate analytical instrumentation, computers and robotics for DNA analysis (I).
- Criminalistics: Insufficient numbers of instruments and equipment to analyze FA/TM cases (I).
- Criminalistics: Montgomery and Birmingham-Hoover labs completed by FY06 (I).
- Agency Admin.: Inadequate staff, facilities, equipment and supplies to provide administrative support.

**GEOLOGICAL SURVEY**

- Need to upgrade, update, and/or replace vehicles and equipment (I).
- Deferred maintenance of physical plant and facilities (I).

**HEALTH, DEPARTMENT OF PUBLIC**

- Need to replace obsolete lab equipment (I).
- Need to replace, renovate, and expand county public health facilities (I).

**HISTORICAL COMMISSION, ALABAMA**

Deferred maintenance of sites increases the cost of repairs and speed of decay.

**HOME BUILDERS LICENSURE BOARD**

Acquire additional office space for Board's staff (I).

**HUMAN RESOURCES, DEPARTMENT OF**

Improve housing and equipment for state and county offices (I).

**INSURANCE, DEPARTMENT OF**

Fire Marshal: Additional funding is needed to purchase motorized equipment to assist with disaster responses (I).

**LIBRARY SERVICE, ALABAMA PUBLIC**

Funding to repair and maintain state facility.

Funding for state public library capital improvements (construction).

**MENTAL HEALTH & MENTAL RETARDATION, DEPARTMENT OF**

- Maintain capital improvements at the aging DMHMR facilities (I).

**MILITARY DEPARTMENT**

- Age and design of facilities increases operational and maintenance costs (I).

**OIL AND GAS BOARD**

- Need to upgrade, update, and/or replace vehicles and equipment (I).
- Deferred maintenance of physical plant and facilities (I).

**PHYSICAL THERAPY, BOARD OF**

- Relocate office to larger space in the same building (I).

**PUBLIC SAFETY, DEPARTMENT OF**

- Lack of long-term facilities management plan (I).
- State of the training and other facilities.

**PUBLIC SERVICE COMMISSION**

• Maintaining Telecommunications Division auto fleet and data automation capability. Currently, no funding is available to replace a rapidly aging vehicle fleet and very little funds are available to prevent technological obsolescence of desktop computers (I).

**REHABILITATION SERVICES, DEPARTMENT OF**

• State office and many other offices are old, deteriorating, and below standards of public service expectation and public safety (I).

**SPACE SCIENCE EXHIBIT COMMISSION**

Facilities are deteriorating to the point of being unattractive to visitors and are so outdated that they do not meet specifications for some exhibits. Significant improvements are necessary to meet the requirements of the ADA (I).

**SUPERCOMPUTER AUTHORITY, ALABAMA**

Aging facility in need of mechanical updates and structural repairs (I).

## **PURCHASING ISSUES**

---

Thirteen agencies mentioned issues that we defined as related primarily to purchasing. These issues involve state purchasing procedures and limitations. The Purchasing Division within the Finance Department pointed out that state purchasing laws and policies are in need of modernization.

The purchasing issues listed by each agency are shown below.

### **PURCHASING ISSUES LISTED ON AGENCY STRATEGIC PLAN SUMMARIES FOR FY 2006**

#### **CONSERVATION AND NATURAL RESOURCES, DEPARTMENT OF**

- Marine Police: Purchasing restrictions deter ability to acquire needed equipment.
- State Parks: Bureaucratic limitations on the efficient purchasing of goods and services under State Purchasing procedures.

#### **CORRECTIONS, DEPARTMENT OF**

- Correctional Industries: State purchasing procedures prohibit rapid response to changing business conditions and customer demands.

#### **ECONOMIC & COMMUNITY AFFAIRS, ALABAMA DEPARTMENT OF**

- Overhaul state purchasing system to increase service and quality.

#### **FARMERS' MARKET AUTHORITY**

- State purchasing system does not provide the most cost-effective services.

#### **FINANCE, DEPARTMENT OF**

- Purchasing: Outdated purchasing laws and policies - therefore methods are outdated.

#### **HEALTH, DEPARTMENT OF PUBLIC**

- A comprehensive e-commerce approach to procurement and other back office processes is needed.
- Improve core state business processes for procurement of services and goods.

#### **HOMELAND SECURITY, DEPARTMENT OF**

- State contracting constraints sometimes result in delays to procurement process.

#### **LIBRARY SERVICE, ALABAMA PUBLIC**

- State purchasing limitations and rules.

#### **MEDICAID AGENCY, ALABAMA**

- Purchasing system does not handle personal services contracts effectively.

#### **PARDONS & PAROLES, BOARD OF**

- Process for obtaining personal service contracts is too cumbersome.

#### **PLUMBERS & GASFITTERS EXAMINING BOARD**

- Lack of authority in procurement decisions for equipment and services needed to perform duties sufficiently and timely.

#### **REHABILITATION SERVICES, DEPARTMENT OF**

- Contracts are not handled expeditiously and effectively.

#### **YOUTH SERVICES, DEPARTMENT OF**

- Receiving competitively priced proposals for services in contract programs.

## APPENDIX

CRITICAL ISSUES BY AGENCY	(PAGE)
ACCOUNTANCY, BOARD OF PUBLIC.....	A - 4
ADJUSTMENT, BOARD OF.....	A - 5
ADMINISTRATIVE OFFICE OF COURTS (UNIFIED JUDICIAL SYSTEM).....	A - 6
AGRICULTURAL CENTER BOARD.....	A - 7
AGRICULTURAL AND CONSERVATION DEVELOPMENT COMMISSION.....	A - 8
DEPARTMENT OF AGRICULTURE AND INDUSTRIES.....	A - 9
ALCOHOLIC BEVERAGE CONTROL BOARD.....	A - 10
ARCHITECTS, BOARD FOR REGISTRATION OF.....	A - 13
AMERICAN LEGION AND AUXILIARY SCHOLARSHIPS.....	A - 14
ARCHIVES AND HISTORY, DEPARTMENT OF.....	A - 15
ALABAMA STATE COUNCIL ON THE ARTS.....	A - 16
ASSISTED LIVING ADMINISTRATORS, BOARD OF EXAMINERS OF.....	A - 17
ATHLETIC AGENT REGULATORY COMMISSION.....	A - 18
ATHLETIC TRAINERS, BOARD OF.....	A - 19
ATTORNEY GENERAL, OFFICE OF THE.....	A - 20
AUCTIONEERS, BOARD OF.....	A - 21
AUDITOR, STATE .....	A - 22
BANKING DEPARTMENT, STATE.....	A - 23
BAR ASSOCIATION, ALABAMA STATE.....	A - 24
BUILDING COMMISSION, STATE.....	A - 25
CHILD ABUSE AND NEGLECT PREVENTION BOARD (CHILDREN'S TRUST FUND).....	A - 26
CHILDREN'S ADVOCACY CENTERS, ALABAMA NETWORK OF.....	A - 27
CHILDREN'S AFFAIRS, DEPARTMENT OF.....	A - 28
CHILDREN'S SERVICES FACILITATION TEAM.....	A - 29
CHIROPRACTIC EXAMINERS, BOARD OF.....	A - 30
CHOCOLOCCO CREEK WATERSHED CONSERVANCY DISTRICT.....	A - 31
CHOCTAWHATCHEE, PEA AND YELLOW RIVERS WATERSHED MANAGEMENT AUTHORITY..	A - 32
COALITION AGAINST DOMESTIC VIOLENCE, ALABAMA.....	A - 33
CONSERVATION AND NATURAL RESOURCES, DEPARTMENT OF.....	A - 34
CONTRACTORS, STATE LICENSING BOARD FOR GENERAL .....	A - 36
CORRECTIONS, DEPARTMENT OF.....	A - 37
COSMETOLOGY, BOARD OF.....	A - 39
COUNSELING, BOARD OF EXAMINERS IN.....	A - 40
COURT OF CIVIL APPEALS .....	A - 41
COURT OF CRIMINAL APPEALS .....	A - 42
CREDIT UNION ADMINISTRATION.....	A - 43
CRIME VICTIMS COMPENSATION COMMISSION.....	A - 44
CRIMINAL JUSTICE INFORMATION CENTER.....	A - 45
DEVELOPMENT OFFICE, ALABAMA .....	A - 46
DIETETIC/NUTRITION PRACTICE, BOARD OF EXAMINERS FOR.....	A - 47
DISTRICT ATTORNEYS.....	A - 48
DRYCLEANING ENVIRONMENTAL RESPONSE TRUST FUND ADVISORY BOARD.....	A - 49
ECONOMIC AND COMMUNITY AFFAIRS, DEPARTMENT OF.....	A - 50
EDUCATION EMPLOYEES' HEALTH INSURANCE BOARD, PUBLIC.....	A - 52
EDUCATION, DEPARTMENT OF.....	A - 53
EDUCATIONAL TELEVISION COMMISSION.....	A - 58
ELECTRICAL CONTRACTORS, BOARD OF.....	A - 59
ELECTRONIC SECURITY BOARD OF LICENSURE.....	A - 60
EMERGENCY MANAGEMENT AGENCY.....	A - 61
EMPLOYEES' INSURANCE BOARD, STATE.....	A - 62

EMPLOYEES' RETIREMENT SYSTEM.....	A - 63
ENGINEERS AND LAND SURVEYORS, STATE BOARD OF LICENSURE FOR PROFESSIONAL .	A - 64
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT.....	A - 65
ETHICS COMMISSION, ALABAMA .....	A - 66
EXAMINERS OF PUBLIC ACCOUNTS, DEPARTMENT OF.....	A - 67
FAITH-BASED AND COMMUNITY INITIATIVES, OFFICE OF.....	A - 68
FAMILY PRACTICE RURAL HEALTH BOARD.....	A - 69
FARMER'S MARKET AUTHORITY.....	A - 70
FINANCE, DEPARTMENT OF.....	A - 71
FINE ARTS, ALABAMA SCHOOL OF.....	A - 74
FLEXIBLE EMPLOYEES' BENEFIT BOARD.....	A - 75
FORENSIC SCIENCES, DEPARTMENT OF.....	A - 76
FORESTERS, BOARD OF REGISTRATION FOR.....	A - 78
FORESTRY COMMISSION, ALABAMA .....	A - 79
FOREVER WILD LAND TRUST BOARD.....	A - 80
FOREVER WILD STEWARDSHIP BOARD.....	A - 81
BOARD OF FUNERAL SERVICE.....	A - 82
GEOLOGICAL SURVEY.....	A - 83
GEOLOGISTS, BOARD OF LICENSURE FOR PROFESSIONAL .....	A - 84
GOVERNOR, OFFICE OF THE .....	A - 85
GOVERNOR'S OFFICE ON DISABILITY.....	A - 86
HEALTH, DEPARTMENT OF PUBLIC.....	A - 87
HEALTH PLANNING & DEVELOPMENT AGENCY, STATE.....	A - 89
HEARING INSTRUMENT DEALERS BOARD.....	A - 90
HEATING AND AIR CONDITIONING CONTRACTORS, BOARD OF.....	A - 91
HIGHER EDUCATION, ALABAMA COMMISSION ON .....	A - 92
HISTORICAL COMMISSION, ALABAMA.....	A - 94
HOME BUILDERS LICENSURE BOARD.....	A - 95
HOME MEDICAL EQUIPMENT SERVICES PROVIDERS BOARD.....	A - 96
HOMELAND SECURITY, DEPARTMENT OF.....	A - 97
HUMAN RESOURCES, DEPARTMENT OF .....	A - 98
INDIAN AFFAIRS COMMISSION.....	A - 100
INDUSTRIAL DEVELOPMENT AUTHORITY.....	A - 101
INDUSTRIAL RELATIONS, DEPARTMENT OF.....	A - 102
INSURANCE, DEPARTMENT OF.....	A - 103
INTERIOR DESIGN, STATE BOARD OF REGISTRATION FOR .....	A - 105
INTERPRETERS AND TRANSLITERATORS, LICENSURE BOARD FOR .....	A - 106
JUDICIAL INQUIRY COMMISSION.....	A - 107
JUDICIAL RETIREMENT FUND.....	A - 108
LABOR, DEPARTMENT OF.....	A - 109
BOARD OF EXAMINERS FOR LANDSCAPE ARCHITECTS.....	A - 110
LAW INSTITUTE, ALABAMA .....	A - 111
LEGISLATIVE COUNCIL.....	A - 112
LEGISLATIVE FISCAL OFFICE.....	A - 113
LEGISLATIVE REFERENCE SERVICE.....	A - 114
LEGISLATURE.....	A - 115
LIBRARY SERVICE, ALABAMA PUBLIC.....	A - 116
LIEUTENANT GOVERNOR, OFFICE OF THE .....	A - 117
LIQUEFIED PETROLEUM GAS BOARD.....	A - 118
LIVESTOCK MARKETING BOARD.....	A - 119
MANUFACTURED HOUSING COMMISSION.....	A - 120
MARRIAGE & FAMILY THERAPY, BOARD OF EXAMINERS IN .....	A - 121
MASSAGE THERAPY, BOARD OF.....	A - 122
MATHEMATICS & SCIENCE, ALABAMA SCHOOL OF .....	A - 123

MEDICAID AGENCY, ALABAMA.....	A - 124
MENTAL HEALTH & MENTAL RETARDATION, DEPARTMENT OF.....	A - 125
MILITARY DEPARTMENT.....	A - 127
NURSING, BOARD OF .....	A - 128
NURSING HOME ADMINISTRATORS, BOARD OF EXAMINERS OF.....	A - 129
OCCUPATIONAL THERAPY, BOARD OF .....	A - 130
OIL AND GAS BOARD.....	A - 131
ONSITE WASTEWATER BOARD.....	A - 132
PARDONS AND PAROLES, BOARD OF.....	A - 133
PEACE OFFICERS' ANNUITY AND BENEFIT FUND.....	A - 134
PEACE OFFICERS' STANDARDS AND TRAINING COMMISSION.....	A - 135
PERSONNEL DEPARTMENT, STATE.....	A - 136
PHYSICAL FITNESS, COMMISSION ON.....	A - 137
PHYSICAL THERAPY, BOARD OF.....	A - 138
PLUMBERS AND GAS FITTERS EXAMINING BOARD.....	A - 139
POLYGRAPH EXAMINERS BOARD.....	A - 140
POSTSECONDARY EDUCATION, DEPARTMENT OF.....	A - 141
PRESIDENT PRO TEMPORE, OFFICE OF THE SENATE.....	A - 142
PROSECUTION SERVICES, OFFICE OF .....	A - 143
PROSTHETISTS AND ORTHOTISTS, STATE BOARD OF.....	A - 144
PSYCHOLOGY, BOARD OF EXAMINERS IN.....	A - 145
PUBLIC SAFETY, DEPARTMENT OF.....	A - 146
PUBLIC SERVICE COMMISSION.....	A - 147
REAL ESTATE APPRAISERS BOARD.....	A - 149
REAL ESTATE COMMISSION.....	A - 150
REHABILITATION SERVICES, DEPARTMENT OF.....	A - 151
RESPIRATORY THERAPY, STATE BOARD OF.....	A - 153
REVENUE, DEPARTMENT OF.....	A - 154
SECRETARY OF STATE.....	A - 155
SECURITIES COMMISSION.....	A - 156
SENIOR SERVICES, DEPARTMENT OF.....	A - 157
SICKLE CELL REGULATORY AND OVERSIGHT COMMISSION.....	A - 158
SOCIAL WORK EXAMINERS, STATE BOARD OF.....	A - 159
SOIL AND WATER CONSERVATION COMMITTEE.....	A - 160
SPACE SCIENCE EXHIBIT COMMISSION.....	A - 161
SPEAKER OF THE HOUSE, OFFICE OF THE.....	A - 162
SPEECH PATHOLOGY AND AUDIOLOGY, BOARD OF EXAMINERS FOR.....	A - 163
STORAGE TANK TRUST FUND MANAGEMENT BOARD.....	A - 164
SUPERCOMPUTER AUTHORITY, ALABAMA.....	A - 165
SUPREME COURT.....	A - 166
SUPREME COURT AND STATE LAW LIBRARY.....	A - 167
SURFACE MINING COMMISSION.....	A - 168
TEACHERS' RETIREMENT SYSTEM.....	A - 169
TENNESSEE-TOMBIGBEE WATERWAY DEVELOPMENT AUTHORITY.....	A - 170
TOURISM AND TRAVEL, BUREAU OF .....	A - 171
TRANSPORTATION, DEPARTMENT OF.....	A - 172
TREASURER, STATE.....	A - 173
UNIFORM STATE LAWS, COMMISSION ON.....	A - 174
VETERANS' AFFAIRS, DEPARTMENT OF.....	A - 175
VETERINARY MEDICAL EXAMINERS, BOARD OF.....	A - 176
WARRIOR-TOMBIGBEE WATERWAY ASSOCIATION.....	A - 177
WOMEN'S COMMISSION.....	A - 178
YOUTH SERVICES, DEPARTMENT OF.....	A - 179