



State Of Alabama

GOVERNOR'S COST CONTROL SURVEY

Implementation Report
As Of February 29, 1976



MANAGEMENT PLANNING GROUP

THE GOVERNOR'S COST CONTROL SURVEY

HIGHWAY BUILDING, 11 S. UNION STREET, MONTGOMERY, ALABAMA 36104
ROOM 222 TELEPHONE 269-7081

A. J. STRICKLAND, III
EXECUTIVE DIRECTOR

March 10, 1976

The Honorable George C. Wallace
Governor of Alabama
State Capitol
Montgomery, Alabama 36130

Dear Governor:

I am pleased to respond to your request for a status report of the implementation progress of the recommendations contained in the Governor's Cost Control Survey. A copy of the findings is attached.

The findings were obtained by contacting each agency, commission, and department by mail requesting a status report on the progress achieved through February 29, 1976. Each person completing the report was asked to sign the report before submitting it to us for tabulation.

Out of 81 requests mailed, 80 responses were received. As of February 29, 1976, out of 510 recommendations requiring executive action, 57.8% had been implemented; 17.5% were in the process of being implemented; 9.4% were being studied, and 15.3% were found to be unacceptable. Of the 123 recommendations requiring legislative action, 23.6% had been implemented; 9.8% were in the process of being implemented; 37.4% were being studied, and 29.2% were found to be unacceptable.

Based on the cost/savings as predicted by the original study teams found in the 1972 Cost Control Survey report, the net savings accruing to the State annually because of the implemented recommendations are \$47,149,400, in addition to a one-time savings of \$6,264,700. When the recommendations in process are fully implemented, an additional annual savings of \$13,387,400, and a one-time savings of \$5,797,100 will be realized.

It should be noted that savings as defined by the study teams include savings, income, and cost avoidances. The complete analysis is found in the attached report.

The Honorable George C. Wallace
March 10, 1976
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I wish to congratulate you, the Legislature, and all those throughout State Government who have worked so diligently in implementing the Governor's Cost Control Survey recommendations.

I would particularly like to thank Mr. Jack Worthington of the Finance Department and Mr. Don Gilbert of your office who did most of the work in completing this report.

If I can be of further service to you or the State, please do not hesitate in contacting me.

Sincerely,

A handwritten signature in cursive script that reads "A. J. Strickland, III". The signature is written in dark ink and is positioned above the printed name.

A. J. Strickland, III

AJSIII:bh

Digest of Recommendations

#	RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
#1.	Office of the Governor				
	1. Increase the budget of the Office of the Governor.	Executive	MORE STUDY		
	2. Establish clearly the duties and responsibilities of each staff member.	Executive	IMPLEMENTED		
	3. Assign responsibility for maintaining liaison with a group of agencies, commissions, and boards to each staff member.	Executive	IMPLEMENTED		
	4. Conduct staff meetings on a regularly scheduled basis.	Executive	IMPLEMENTED		
	5. Provide an operating procedures manual for the office staff.	Executive	IMPLEMENTED		
	6. Improve procedures in the Office of the Governor.	Executive	IMPLEMENTED		
	7. Prepare an annual report to the people of Alabama.	Executive	IN PROCESS		
	8. Establish guidelines for preparation of agency annual reports.	Executive	MORE STUDY		
	9. Require a written listing of objectives from each staff assistant and department head.	Executive	IN PROCESS		
#2.	State Auditor				
	1. Raise the minimum value of fixed assets reported to the Property Control Section to \$100.	Legislative	UNACCEPTABLE		
	2. Transfer the Property Control Section to the Department of Finance as a division reporting to the department's director.	Legislative	UNACCEPTABLE		
	3. Reduce the State Auditor's staff.	Executive	IMPLEMENTED		
#3.	Secretary of State				
	1. Eliminate the loss incurred by publishing the Alabama Credit Transaction Report.	Executive	IMPLEMENTED	Annual Income	\$ 3,200
	2. Raise the fee for filing financial statements under the Uniform Commercial Code.	Legislative	IMPLEMENTED	Annual Income	\$ 10,500
	3. Increase the fee for Service of Process.	Legislative	IMPLEMENTED	Annual Income	\$ 10,000
	4. Increase the domestic filing fee.	Legislative	IMPLEMENTED	Annual Income	\$ 13,500
#4.	State Treasurer				
	1. Initiate a more efficient cash flow management system.	Legislative	IMPLEMENTED	Annual Income	\$1.2-million

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
2. Employ cash-flow forecasting and hire an investment specialist to maximize state investment yields.	Legislative	IMPLEMENTED	Annual Income Annual Cost	\$800,000 \$ 20,000
3. Change the coupon format for bond issues.	Executive	UNACCEPTABLE	Annual Saving Annual Income	\$ 40,000 \$100,000
4. Maintain control of all state trust funds with the State Treasurer.	Legislative	IMPLEMENTED		
5. Authorize the State Treasurer to exert minimum accounting control over the Health Study Commission and the State Safety Coordinating Committee.	Legislative	UNACCEPTABLE	Annual Income	\$ 2,000
6. Change the qualification requirements for state depositories and extend F.D.I.C. powers to insure public fund deposits 100%.	Federal	UNACCEPTABLE	Annual Saving	\$ 10,000

#5.

Attorney General

1. Publish formal opinions annually and consider eliminating bond compilations.	Legislative	MORE STUDY	Annual Saving	\$ 1,500
2. Implement the recommendations made in the 1971 study of this office.	Executive	IN PROCESS		
3. Microfilm inactive files and install a central file system.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$ 5,400 \$ 5,000
4. Provide additional office space.	Executive	IN PROCESS	Annual Saving Annual Cost	\$ 27,000 \$ 16,000
5. Automate a records retention and retrieval system.	Executive	MORE STUDY		

#6.

Public Service Commission

1. Study and update rules and regulations.	Executive	IN PROCESS	One-time Cost	\$ 25,000
2. Return the chief of the Bureau of Utilities to his duties or hire a replacement.	Executive	IMPLEMENTED		
3. Increase the price of vehicle stamps.	Executive	IN PROCESS	Annual Income	\$250,000
4. Transfer the duty of motor carrier inspections to the State Highway Patrol.	Executive	UNACCEPTABLE	Annual Saving	\$ 21,500

#7.

Department of Finance

#8. Director's Office

1. Prepare a consolidated statewide cost allocation plan.	Executive	IN PROCESS	Annual Saving One-time Cost	\$1.5-million \$ 30,000
2. Fill the position of office supervisor.	Executive	MORE STUDY		

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
3. Improve communications between the Department of Finance and other state agencies regarding fiscal practices and financial reporting methods.	Executive	IN PROCESS		
#9.				
Division of the Budget				
4. Increase the division's staff.	Executive	IMPLEMENTED	Annual Cost	\$ 73,000
5. Provide an adequate working area for the expanded staff.	Executive	IMPLEMENTED	Annual Saving	\$ 7,500
6. Change the fiscal year for the state.	Constitutional	UNACCEPTABLE	Annual Saving	\$250,000
7. Expand and improve the budget process.	Executive	IN PROCESS		
8. Prepare the capital expenditure budget as a six-year, long-range program with specific priorities and objectives.	Legislative	MORE STUDY		
9. Review the present fund structure.	Executive	IN PROCESS		
10. Integrate division requirements suitable for data processing techniques into any plans for computer development.	Executive	IN PROCESS		
11. Eliminate the bookkeeping function for the Building Commission from the division.	Executive	MORE STUDY		
#10.				
Division of Control and Accounts				
12. Improve financial reporting practices.	Legislative	MORE STUDY		
13. Develop a new chart of accounts.	Executive	IN PROCESS	One-time Cost	\$ 35,000
14. Update the fiscal procedures manual.	Executive	IMPLEMENTED	One-time Cost	\$ 3,000
15. Develop a procedures manual for the Division of Control and Accounts.	Executive	IMPLEMENTED		
16. Prepare an accounting manual and revise present accounting forms.	Executive	MORE STUDY	Annual Cost	\$ 17,000
17. Discontinue paying F.I.C.A. taxes on sick pay for state employees.	Executive	MORE STUDY	Annual Saving	\$240,000
18. Combine invoices and statements to one vendor on a single warrant when feasible and mail warrants from the Division of Control and Accounts.	Executive	MORE STUDY	Annual Saving	\$ 10,000
			Annual Cost	\$ 11,400
			One-time Cost	\$ 6,000
19. Install a statewide management information system which includes cost accounting and performance reporting.	Legislative	IN PROCESS	Annual Saving One-time Cost	\$120,000 \$500,000
20. Eliminate excessive invoice audits of agencies and departments which can perform their own.	Legislative	UNACCEPTABLE	Annual Saving	\$ 23,000

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
21. Develop, program, and implement an integrated, mechanized state payroll system.	Executive	IMPLEMENTED	Annual Saving Annual Cost One-time Cost	\$ 90,000 \$ 12,000 \$ 6,400
22. Prepare short- and long-range plans to expand computer services within the Department of Finance and related areas.	Executive	IMPLEMENTED		
23. Develop, program, and implement warrant reconciliations for the computer system.	Executive	MORE STUDY	Annual Saving One-time Cost	\$ 37,900 \$ 1,200
24. Implement security measures in the computer room.	Executive	IMPLEMENTED		
25. Provide programmers with an adequate work area.	Executive	MORE STUDY	Annual Saving Annual Cost	\$ 6,100 \$ 500
26. Provide training for two programmers in advanced computer techniques.	Executive	IMPLEMENTED		
27. Develop and enforce standards for procedures and documentation of all present and future applications.	Executive	IMPLEMENTED		
#11.				
Legal Division				
28. Obtain fireproof filing cabinets with locks.	Executive	IMPLEMENTED	One-time Cost	\$ 2,000
29. Centralize accounting records for the authorities within the Division of Control and Accounts.	Executive	MORE STUDY		
#12.				
State Insurance Fund				
30. Assign specific geographic areas to field men for inspections.	Executive	UNACCEPTABLE	Annual Saving	\$ 12,200
31. Establish a \$250 deductible for insurance coverage.	Executive	UNACCEPTABLE	Annual Saving	\$ 32,000
32. Enforce the state law requiring government properties be insured for no less than 75% of their replacement value.	Executive	IMPLEMENTED		
33. Eliminate the fund's authority to invest in tax-free bonds.	Legislative	IMPLEMENTED		
#13.				
Division of Purchases and Stores				
34. Restructure the current statewide purchasing function.	Legislative	MORE STUDY	Annual Saving	\$6-million
35. Improve the physical facilities for purchasing personnel at the capitol complex.	Executive	IN PROCESS	Annual Saving	\$ 20,400
36. Reassess the operating effectiveness of division personnel in the capitol complex and establish individual and department goals and objectives.	Executive	IN PROCESS		

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
37. Establish a statewide Specifications, Standardization, and Value Analysis Section.	Executive	IN PROCESS		
38. Collect purchasing information regarding data processing systems on a statewide basis.	Executive	IN PROCESS	Annual Saving Annual Cost One-time Cost	\$400,000 \$ 10,600 \$ 12,900
39. Standardize the forms used in the purchasing function.	Executive	IN PROCESS		
40. Prepare a uniform purchasing policy and procedures manual for use at all locations.	Executive	IMPLEMENTED		
41. Eliminate negotiations after bidding.	Legislative	MORE STUDY		
42. Establish signing authority levels for purchase orders and contracts and shorten the route for requisitions and purchase orders.	Executive	IMPLEMENTED		
43. Seek relief from notarization of purchasing documents.	Legislative	MORE STUDY		
44. Activate and install a uniform records retention program.	Executive	IMPLEMENTED		
45. Institute an automatic expediting system for purchase order follow-ups.	Executive	IN PROCESS		
46. Hold staff meetings for division personnel and statewide meetings for other purchasing location employees.	Executive	IMPLEMENTED		
47. Increase agency visits by the purchasing personnel.	Executive	IN PROCESS		
48. Require purchasing personnel to make more vendor visits.	Executive	IN PROCESS		
49. Establish vendor specifications and update the statewide vendor lists accordingly.	Executive	IN PROCESS	Annual Saving	\$600,000
50. Revise bid limitations, allow telephone bids, and raise dollar limits on placement of emergency orders.	Legislative	IN PROCESS		
51. Expedite payment of vendor invoices.	Executive	IMPLEMENTED		
52. Simplify the local disbursement, emergency, and confirming order systems.	Executive	IMPLEMENTED		
53. Increase the use of the federal General Services Administration (GSA) as a supplier.	Executive	IN PROCESS	Annual Saving	\$800,000
54. Establish a formal liaison system with counties and municipalities.	Legislative	MORE STUDY		
55. Require the Attorney General to investigate the benefits of having Alabama join the 15 other states taking court action against car manufacturers.	Executive	IMPLEMENTED		

#14.	RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
Division of Service					
56.	Reorganize the Division of Service.	Executive	IN PROCESS	Annual Saving Annual Cost	\$254,000 \$ 50,000
57.	Restructure the central mail and supply room operation.	Executive	IMPLEMENTED	Annual Saving	\$ 36,600
58.	Restructure the Capitol Patrol.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 52,300 \$ 1,000
59.	Eliminate the hostess from all buildings except the capitol.	Executive	IMPLEMENTED	Annual Saving	\$ 20,600
60.	Establish a methods and procedures group in the Division of Service.	Executive	MORE STUDY	Annual Saving Annual Cost	\$1.5-million \$ 65,000
61.	Adopt modern accounting methods.	Executive	IN PROCESS	Annual Saving	\$ 27,400
62.	Permit trade-in sales of scientific and sole-source equipment.	Legislative	MORE STUDY	Annual Saving	\$ 25,000
63.	Revise surplus sales procedures.	Executive	IN PROCESS	Annual Income Annual Cost	\$135,000 \$ 50,000
64.	Construct a multilevel parking area at the capitol complex.	Legislative	MORE STUDY	Annual Income Annual Cost	\$120,000 \$128,000

#15.

Personnel Department

1.	Realign the scope, functions, and objectives of the Personnel Department and modify the Merit System Law.	Legislative	MORE STUDY		
2.	Place all state employees under the functional control of the Personnel Department.	Legislative	MORE STUDY		
3.	Establish a position of professional recruiter in the department.	Executive	IN PROCESS	Annual Cost	\$ 30,000
4.	Develop a field function in the department.	Executive	MORE STUDY		
5.	Discontinue testing as the primary means of screening applicants for state employment.	Executive	UNACCEPTABLE	Annual Saving	\$ 28,000
6.	Revise the limitation on applicants made available to fill state vacancies.	Legislative	UNACCEPTABLE	Annual Saving	\$ 5,100
7.	Discontinue the practice of giving excessive employment preference to veterans over other qualified citizens.	Legislative	MORE STUDY		
8.	Improve the method for establishing job classifications and initiate a standard job evaluation plan.	Executive	MORE STUDY		
9.	Establish a formal complaint system.	Executive	IN PROCESS		
10.	Establish and utilize a State Manpower Planning Committee.	Executive	MORE STUDY	Annual Saving	\$3-million

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
11. Institute a statewide manpower development program.	Executive	IN PROCESS		
12. Establish and enforce performance standards for state employees.	Executive	IN PROCESS		
13. Eliminate the practice of manually certifying the state payroll by name.	Executive	IMPLEMENTED	Annual Saving	\$ 10,100
14. Eliminate payroll deductions for personal insurance and forbid soliciting during office hours.	Executive	DELETED	Annual Saving	\$ 10,000
15. Restructure the department's recordkeeping system.	Executive	IN PROCESS		
16. Discontinue the unit records operation in the Personnel Department and program the data processing function for use on existing computer equipment.	Executive	MORE STUDY	Annual Saving Annual Cost	\$ 55,000 \$ 3,400
17. Cease publishing names and addresses of state employees annually in a newspaper.	Legislative	MORE STUDY	Annual Saving	\$ 2,100
18. Make retirement at age 65 mandatory for state employees.	Legislative	MORE STUDY	Annual Saving	\$1.5-million
19. Extend the waiting period for annual leave eligibility to six months.	Legislative	UNACCEPTABLE	Annual Saving	\$527,000
20. Discontinue the practice of opening the state employees' hospitalization plan to competitive bids each year.	Executive	DELETED	Annual Saving	\$ 15,000

#16.

Department of Examiners of Public Accounts

1. Conduct an independent audit of the Department of Examiners of Public Accounts.	Executive	MORE STUDY	One-time Cost	\$ 25,000
2. Initiate a program to review and evaluate existing accounting and reporting systems.	Executive	IN PROCESS		
3. Use historical data to develop time budgets for audits.	Executive	IMPLEMENTED		
4. Revise the content of the audit program manuals.	Executive	IN PROCESS	One-time Cost	\$ 2,000
5. Continue the systematic increase in the field audit staff.	Executive	IMPLEMENTED		
6. Include an analysis of internal control procedures and operating techniques in the audit report and reduce the number of detailed financial statements.	Executive	IMPLEMENTED		
7. Include a review of departmental utility invoices in audit report.	Executive	IMPLEMENTED		

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
8. Give certain governing boards the option of being audited annually by either the Department of Examiners of Public Accounts or independent public accounting firms.	Legislative	MORE STUDY		
9. Reduce the cost of audit reports by using internal equipment for imprinting and purchasing equipment to be used for punching and collating.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 11,200 \$ 1,500
10. Consider conducting annual staff meetings at the regional level.	Executive	IMPLEMENTED		
11. Obtain necessary job description revisions from the Personnel Department.	Executive	IMPLEMENTED		
12. Record the department's equipment inventory on punched cards.	Executive	IMPLEMENTED		

#17.

Department of Revenue

1. Provide additional space for the Department of Revenue.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$289,100 \$ 49,000
2. Permit the department's field employees to serve papers in cases involving delinquent taxes.	Legislative	UNACCEPTABLE		
3. Use lower classification employees to screen income tax returns and refer only questionable ones to examiners.	Executive	IN PROCESS	Annual Income Annual Cost	\$814,000 \$ 70,000
4. Dispose of confidential papers by shredding and baling.	Executive	IMPLEMENTED		
5. Increase the size of the out-of-state audit section.	Executive	IN PROCESS	Annual Income Annual Cost	\$2.74-million \$638,000
6. Issue motor vehicle tags to government units every three years.	Executive	IMPLEMENTED	Annual Saving	\$ 11,000
7. Increase the cost of special and replacement tags to \$3.	Legislative	IMPLEMENTED	Annual Income	\$ 60,000
8. Adopt a sequential numbering system for tags.	Executive	IMPLEMENTED	Annual Saving	\$ 80,000
9. Utilize the State Highway Patrol to enforce truck and other motor vehicle license tag laws.	Executive	MORE STUDY	Annual Income	\$2-million
10. Sell special tags to individuals for automobile identification.	Executive	IMPLEMENTED	Annual Income	\$250,000
11. Reduce commissions paid to businesses which collect sales and use taxes.	Legislative	UNACCEPTABLE	Annual Saving	\$2.5-million
12. Increase the penalty for delinquent sales tax payments to cover collection costs.	Legislative	UNACCEPTABLE	Annual Income	\$ 57,600

RECOMMENDATIONS

	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
13. Require a bond be secured by firms which are not self-insured before they are given a sales tax account number.	Legislative	UNACCEPTABLE	Annual Income	\$300,000
14. Reduce the commission paid to tobacco wholesalers and discontinue stamping all items except cigarettes.	Legislative	UNACCEPTABLE	Annual Saving	\$2.4-million
15. Require interstate firms with large investments and operations in Alabama to pay a franchise tax.	Legislative	MORE STUDY	Annual Income	\$1-million
16. Require nondomestic firms using facilities financed by municipal industrial bonds to include the value of the facilities in establishing franchise tax bases.	Executive	IMPLEMENTED	Annual Income	\$1-million
17. Increase the charge for a certificate of good standing to \$5.	Executive	UNACCEPTABLE	Annual Income	\$ 2,500
18. Discontinue the issuance of annual corporation permit fee certificates.	Legislative	IMPLEMENTED	Annual Saving	\$ 20,000

#18.

Building Commission

1. Realign the technical staff.	Executive	MORE STUDY	Annual Saving Annual Cost	\$ 55,700 \$ 41,100
2. Change the policy of paying state funds first on matching fund projects.	Executive	MORE STUDY	Annual Income	\$266,700
3. Bring all architectural and engineering activities dealing with building planning and inspection under the direction of the Building Commission.	Legislative	MORE STUDY		

#19.

Building Authorities

1. Take steps to have Moody's raise the rating of Alabama state bonds.	Executive	IMPLEMENTED	Annual Saving	\$100,000
2. Transfer the responsibility for timely investment of bond proceeds to Alabama's State Treasurer.	Executive	IMPLEMENTED	Annual Income	\$166,700
3. Adopt the use of an encumbrance system for all authorities.	Executive	IMPLEMENTED		

#20.

Bureau of Publicity and Information

1. Change the bureau's name to the Alabama Tourist Bureau.	Legislative	MORE STUDY		
2. Transfer publicity and information functions to the Alabama Development Office.	Executive	MORE STUDY		
3. Assign members of both legislative houses to the bureau's advisory board.	Legislative	MORE STUDY		

RECOMMENDATIONS

ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
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4. Discontinue the financing of special promotions which no longer need support.

Legislative

MORE STUDY

Annual Saving

\$ 46,000

5. Operate the bureau from a single fund.

Legislative

MORE STUDY

#21.

Alabama Development Office

1. Emphasize planning programs leading to state government reorganizations and program budgeting.

Executive

IN PROCESS

2. Expand the planning reference service.

Executive

IMPLEMENTED

3. Establish a statewide group of volunteer speakers.

Executive

IMPLEMENTED

4. Hire a specialist in federal legislation and liaison.

Executive

IMPLEMENTED

#22.

Retirement Systems

1. Require that legislative proposals affecting the retirement funds be accompanied by actuarial estimates on all of the state's future contributions.

Legislative

IMPLEMENTED

2. Eliminate the fund's authority to invest in tax-free bonds.

Legislative

IMPLEMENTED

3. Sell municipal bonds and reinvest in corporate bonds.

Executive

IMPLEMENTED

Annual Income

\$ 25,900

4. Negotiate a lower actuarial charge based on retirement participants.

Executive

IMPLEMENTED

Annual Saving

\$ 5,000

5. Reduce the number of common stock issues and increase the percentage of common stocks held.

Legislative

IN PROCESS

6. Change the present investment management procedures.

Legislative

IMPLEMENTED

Annual Saving

\$5.7-million

#23.

Department of Insurance

1. Reorganize the department to improve lines of authority.

Executive

IN PROCESS

2. Improve the auditing procedures now used by the Department of Insurance.

Executive

IMPLEMENTED

3. Determine the feasibility of self insurance for employee fidelity bonds.

Executive

MORE STUDY

4. Collect the premium tax from insurance companies operating in Alabama on a quarterly basis.

Legislative

MORE STUDY

Annual Income

\$180,000

5. Impose penalties on insurance companies doing business in Alabama for late report filing and delinquent tax or fee payments.

Legislative

MORE STUDY

Annual Income

\$ 5,000

#	RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
#24.	Department of Labor				
	1. Merge the Department of Labor into the Department of Industrial Relations.	Legislative	UNACCEPTABLE	Annual Saving Annual Cost	\$139,000 \$ 43,000
#25.	Department of Industrial Relations				
	1. Combine into one division the inspection duties of the Child Labor, Safety and Inspection, and Workmen's Compensation Divisions with those of the Department of Labor dealing with the Williams-Steiger Occupational Safety and Health Act of 1970.	Executive	IN PROCESS		
	2. Provide a stub with the unemployment compensation check.	Executive	IMPLEMENTED		
	3. Initiate an occupational safety program for state employees as a responsibility of the Department of Industrial Relations.	Executive	IN PROCESS		
#26.	Peace Commission				
	1. Abolish the Peace Commission and delegate its duties to the Department of Public Safety.	Legislative	IMPLEMENTED	Annual Saving	\$ 54,200
#27.	Alcoholic Beverage Control Board				
	1. Increase the annual license fee for a retail beer outlet.	Legislative	IN PROCESS	Annual Income	\$303,800
	2. Transfer the board's plane to the proposed aircraft pool.	Executive	IN PROCESS		
	3. Develop an accounting procedures manual.	Executive	IN PROCESS		
	4. Revise general ledgers to improve cash receipts reporting and better categorize income and liability accounts.	Executive	UNACCEPTABLE		
	5. Negotiate cash discounts with distillers.	Legislative	UNACCEPTABLE	Annual Income	\$1.24-million
	6. Review the costing and markup policy.	Executive	IMPLEMENTED		
	7. Study alternate methods for distributing wine.	Executive	IMPLEMENTED		
	8. Design a more meaningful monthly operating statement for the state stores.	Executive	UNACCEPTABLE		
	9. Revise the salary schedules used for store personnel.	Executive	UNACCEPTABLE		
	10. Remove county residency requirements for store employees.	Legislative	UNACCEPTABLE		
	11. Establish a store classification system.	Executive	IMPLEMENTED		

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
12. Develop a store staffing guide for all stores.	Executive	IMPLEMENTED	Annual Saving	\$640,000
13. Reassign the Merchandising Division as an operations management group.	Executive	UNACCEPTABLE		
14. Reduce the number of brands listed.	Executive	IMPLEMENTED	Annual Saving Annual Income	\$ 50,000 \$ 40,000
15. Determine the most effective method of transporting alcoholic beverages from distilleries to the ABC Board's warehouse.	Executive	IMPLEMENTED	Annual Saving	\$ 58,500
16. Implement a formal stocking policy.	Executive	IMPLEMENTED		
17. Improve inventory layout in stores.	Executive	IMPLEMENTED	Annual Saving	\$213,000
18. Establish a lower inventory level.	Executive	IMPLEMENTED	Annual Income	\$150,000
19. Rearrange the warehouse layout.	Executive	IMPLEMENTED		
20. Relocate the warehouse operation to the Birmingham area.	Executive	UNACCEPTABLE	Annual Saving	\$200,000
21. Eliminate the storage of supplies in the central warehouse.	Executive	UNACCEPTABLE		
22. Reduce warehouse staff to an efficient, economical level.	Executive	IMPLEMENTED	Annual Saving	\$214,900
23. Limit wholesale sales to specific days and hours.	Executive	IMPLEMENTED	Annual Saving	\$150,000
24. Improve present scheduling and resupply procedures.	Executive	IMPLEMENTED	Annual Saving	\$ 18,000
25. Discontinue operations of competitive stores.	Executive	IN PROCESS	Annual Saving	\$1.14-million
26. Discontinue operating stores with poor performance records.	Executive	IN PROCESS	Annual Saving	\$281,500
27. Establish an agency system to replace low-volume stores.	Legislative	UNACCEPTABLE	Annual Saving Annual Cost	\$1-million \$300,000
28. Convert remaining stores to self service.	Executive	UNACCEPTABLE	Annual Saving Annual Income One-time Cost	\$2.4-million \$780,000 \$640,000

#28.

Department of Veterans Affairs

1. Consolidate and eventually phase out local veterans' offices.	Executive	UNACCEPTABLE		
2. Eliminate the headquarters' claim files.	Executive	UNACCEPTABLE	Annual Saving	\$ 23,500
3. Discontinue contracts with veterans' organizations for claim presentation.	Executive	UNACCEPTABLE	Annual Saving	\$ 27,700

#29.

Military Department

1. Establish a policy regarding rental of armory facilities.	Executive	DELETED	Annual Income	\$ 50,000
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RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
2. Change the budget format for the Armory Commission.	Executive	IMPLEMENTED		
3. Audit utility bills for overcharges.	Executive	IMPLEMENTED	Annual Saving	\$ 3,000
4. Raise the personal property inventory limit to \$25.	Legislative	IMPLEMENTED		

#30.

Board of Corrections

1. Eliminate the contingency funding aspect of the biennial budget and provide an adequate annual appropriation for the board.	Legislative	MORE STUDY		
2. Establish a Prison Industries Division in the Board of Corrections.	Executive	MORE STUDY	Annual Income	\$2-million
3. Establish a long-range planning program.	Executive	IMPLEMENTED		
4. Review factors contributing to the excessive turnover of correctional officers.	Executive	IN PROCESS	Annual Cost	\$492,000
5. Establish records on government commodities received by each institution.	Executive	DELETED		
6. Qualify Atmore and Holman Prisons for U.S.D.A. food commodities.	Executive	DELETED	Annual Saving	\$ 19,000
7. Bring the food service facilities at Draper, Tutwiler, and Atmore up to at least minimum standards of sanitation.	Executive	IN PROCESS	One-time Cost	\$ 30,000
8. Improve the internal budgeting, accounting, and reporting procedures for farm crops.	Executive	IN PROCESS		
9. Institute modern farming techniques.	Executive	IN PROCESS	Annual Income Annual Cost	\$250,000 \$ 25,000
10. Set up a continuing maintenance program for all equipment and facilities.	Executive	IN PROCESS		
11. Provide sufficient cleaning materials to maintain minimum sanitary standards.	Executive	IMPLEMENTED		
12. Make monthly sanitation inspections of all state facilities.	Legislative	MORE STUDY		
13. Institute a system whereby surplus equipment can be sold as needed and monies reinvested in required materials.	Legislative	MORE STUDY		
14. Encourage lawmakers to become personally acquainted with institutional needs before they propose legislation affecting them.	Legislative	IMPLEMENTED		

#31.

Juvenile Correctional Schools

1. Create a Youth Corrections Board to replace the three separate school boards.	Legislative	IMPLEMENTED	Annual Saving	\$ 71,000
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RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
2. Discontinue the dairy herd operation at the Alabama Boys Industrial School.	Executive	IMPLEMENTED	Annual Saving Annual Income One-time Income	\$ 1,100 \$120,000 \$ 14,000
3. Discontinue storage of food for the Alabama Boys Industrial School in commercial facilities.	Executive	MORE STUDY	Annual Saving	\$ 1,500
4. Change the lock system at the Alabama Training School for Girls.	Executive	IMPLEMENTED	One-time Cost	\$ 4,000

#32.

Board of Pardons and Paroles

1. Change the number and manning level of the field offices.	Executive	UNACCEPTABLE		
2. Increase the number of probation/parole supervisors to 126.	Legislative	MORE STUDY	Annual Saving Annual Cost	\$800,000 \$535,000

#33.

Civil Defense Department

1. Eliminate the current position of confidential secretary.	Executive	IMPLEMENTED	Annual Saving	\$ 15,900
2. Combine the positions of field auditor and accountant in the Administrative Section.	Executive	IMPLEMENTED	Annual Saving	\$ 11,400

#34.

Department of Public Safety

1. Adopt an appropriate fee schedule for processing drivers' license applications.	Executive	IMPLEMENTED	Annual Income	\$382,200
2. Use technicians rather than troopers to administer drivers' license examinations.	Executive	IN PROCESS	Annual Saving	\$265,500
3. Change the procedure for drivers' license renewals.	Executive	MORE STUDY	Annual Saving Annual Income	\$ 63,600 \$210,400
4. Furnish the Drivers License Examination Unit with small, economy class cars.	Executive	IMPLEMENTED	Annual Saving One-time Saving	\$ 43,500 \$ 62,000
5. Reorganize the criminal investigation unit of the department's Investigative and Identification Division.	Executive	IN PROCESS	Annual Saving	\$ 27,100
6. Transfer all narcotics and organized crime investigations to the Investigative and Identification Division.	Executive	IN PROCESS	Annual Saving	\$ 19,200
7. Furnish the Criminal Investigation Unit with small, economy class cars.	Executive	IMPLEMENTED	Annual Saving One-time Saving	\$ 18,000 \$ 25,700
8. Increase the fee for estrays.	Legislative	MORE STUDY	Annual Income	\$ 4,500
9. Establish a motor vehicle title law.	Legislative	IMPLEMENTED		

#	RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
#35.	Banking Department				
	1. Require banks and savings and loan associations to be audited and certified by a public accounting firm once during each fiscal year.	Legislative	UNACCEPTABLE		
#36.	Licensing Boards				
	1. Create a Department of Professional and Occupational Registration.	Legislative	UNACCEPTABLE	Annual Saving	\$ 59,800
	2. Require licensing boards to remit surplus monies in excess of operating reserve requirements to the general fund.	Legislative	IMPLEMENTED	One-time Saving	\$362,100
	3. Cancel plans to construct a building for the State Board of Cosmetology.	Legislative	UNACCEPTABLE		
	4. Allocate the costs of support services to each of the boards and require them to establish fees at least sufficient to meet these costs.	Legislative	MORE STUDY		
#37.	Commission on Higher Education				
	1. Hire a permanent executive director.	Executive	IMPLEMENTED		
	2. Eliminate the excessive number of councils proposed to carry out the coordination planning activity.	Executive	IMPLEMENTED	Annual Saving	\$ 20,000
	3. Increase space utilization to an optimum level.	Executive	MORE STUDY	One-time Saving	\$4.5-million
	4. Establish cost control procedures and set work standards for building operations and maintenance at all universities and colleges.	Executive	MORE STUDY	Annual Saving	\$1.5-million
	5. Institute a work measurement study of administrative and library personnel at the 12 major institutions of higher education.	Executive	MORE STUDY	Annual Saving One-time Cost	\$366,000 \$150,000
	6. Eliminate the unnecessary positions of editor and coordinator.	Executive	IMPLEMENTED	Annual Saving	\$ 20,000
#38.	Auburn University				
	1. Implement the recommendations made by the two self-study reports.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$500,000 \$ 30,000
	2. Invest part of the cash balances maintained by the university.	Executive	IMPLEMENTED	Annual Income	\$125,000
	3. Employ an internal auditor.	Executive	IMPLEMENTED	Annual Cost	\$ 15,000
	4. Convert student loan records to computer applications.	Executive	IMPLEMENTED	Annual Saving	\$ 10,000

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
5. Prepare a computerized inventory of all movable equipment valued at \$25 or more.	Executive	IMPLEMENTED		
6. Use the computer center facilities for administrative data processing.	Executive	IMPLEMENTED	Annual Saving	\$ 47,400
7. Promote full occupancy of residence halls and operate the Housing Service on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Income Annual Cost	\$269,600 \$ 66,000
8. Increase the student application fee.	Executive	UNACCEPTABLE	Annual Income	\$ 34,500
9. Increase the nonresident undergraduate fee.	Executive	IMPLEMENTED	Annual Income	\$800,000
10. Increase the late registration fee.	Executive	UNACCEPTABLE	Annual Income	\$ 20,000
11. Increase the transcript fee.	Executive	UNACCEPTABLE	Annual Income	\$ 48,000
12. Increase the charge for processing returned student checks.	Executive	UNACCEPTABLE	Annual Income	\$ 5,100
13. Institute a student vehicle registration fee.	Executive	IMPLEMENTED	Annual Income	\$ 55,000
14. Initiate a program of vehicle control at the university.	Executive	UNACCEPTABLE	Annual Saving	\$ 75,000
15. Centralize the university's duplicating and printing operations.	Executive	IMPLEMENTED		
16. Centralize the university's photographic service activities.	Executive	UNACCEPTABLE		
17. Study the feasibility of centralizing audio-visual equipment and related teaching aids in a Learning Systems Center.	Executive	IMPLEMENTED		
18. Operate the Food Service auxiliaries on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$108,100
#39.				
Agricultural Experiment Station System				
19. Reevaluate the objectives of the Agricultural Experiment Station System.	Executive	UNACCEPTABLE	Annual Saving Annual Income	\$400,000 \$ 20,000
#40.				
Cooperative Extension Service				
20. Reassign the Cooperative Extension Service to the Dean of Agriculture.	Executive	MORE STUDY	Annual Saving	\$500,000
21. Reduce the state appropriation to the Cooperative Extension Service by 25%.	Legislative	UNACCEPTABLE	Annual Saving	\$800,000
#41.				
Florence State University				
1. Employ an assistant business manager.	Executive	IMPLEMENTED	Annual Cost	\$ 10,000
2. Establish a personnel section.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$ 62,200 \$ 10,000
3. Implement a program to achieve full EDP utilization.	Executive	IMPLEMENTED		

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
4. Place residence halls and food service facilities on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$102,500
5. Increase the student application fee.	Executive	IMPLEMENTED	Annual Income	\$ 9,000
6. Increase the nonresident tuition fee.	Executive	UNACCEPTABLE	Annual Income	\$ 51,600
7. Increase the late registration fee.	Executive	IMPLEMENTED	Annual Income	\$ 2,200
8. Increase the change-of-course fee.	Executive	IMPLEMENTED	Annual Income	\$ 7,500
9. Raise the transcript fee and charge for all transcripts issued.	Executive	IMPLEMENTED	Annual Income	\$ 10,500
10. Increase the campus auto registration fee and traffic fine schedule.	Executive	IMPLEMENTED	Annual Income	\$ 15,900

#42.

Jacksonville State University

1. Establish a personnel function.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$ 72,700 \$ 10,000
2. Renegotiate the lease on Forney Hall.	Executive	IN PROCESS	Annual Income	\$ 2,500
3. Operate dormitories on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$390,000
4. Discontinue the extension work begun at Gadsden State Junior College.	Executive	UNACCEPTABLE	Annual Saving	\$ 50,000
5. Recover bookstore revenue loss.	Executive	IMPLEMENTED	Annual Saving	\$ 17,000
6. Institute a computerized cost accounting system.	Executive	IMPLEMENTED		
7. Increase the student application fee.	Executive	UNACCEPTABLE	Annual Income	\$ 16,500
8. Increase the nonresident tuition fee.	Executive	UNACCEPTABLE	Annual Income	\$180,000
9. Raise the change-of-course fee.	Executive	UNACCEPTABLE	Annual Income	\$ 23,100
10. Increase the transcript fee and charge for all transcripts.	Executive	IMPLEMENTED	Annual Income	\$ 13,000
11. Raise the auto registration fee.	Executive	IMPLEMENTED	Annual Income	\$ 15,000

#43.

Livingston State University

1. Promote full occupancy of Spieth and Selden Halls.	Executive	IMPLEMENTED	Annual Income	\$ 44,000
2. Charge a student activity fee.	Executive	IMPLEMENTED	Annual Income	\$ 16,000
3. Charge a fee to cover the cost of the student health center.	Executive	IMPLEMENTED	Annual Income	\$ 30,000
4. Downgrade the present computer system.	Executive	IMPLEMENTED	Annual Saving	\$ 12,000

#44.

Troy State University

1. Place the campus bookstore on a self-supporting basis.	Executive	IMPLEMENTED	Annual Saving	\$ 34,000
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	RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
#45.	2. Reduce overtime work.	Executive	IMPLEMENTED	Annual Saving	\$ 20,000
	3. Charge a fee for the university year book.	Executive	IMPLEMENTED	Annual Income	\$ 25,500
	4. Increase the rental fee for post office boxes.	Executive	IMPLEMENTED	Annual Income	\$ 8,600

University of Alabama - Birmingham

#46.	1. Charge all counties for indigent patients at the university's hospital on the same basis used for Jefferson County.	Executive	IMPLEMENTED	Annual Saving	\$1.1-million
	2. Institute a manpower study.	Executive	IMPLEMENTED		
	3. Conduct a work measurement study of the university staff.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$600,000 \$ 25,000
	4. Increase the student application fee.	Executive	IMPLEMENTED	Annual Income	\$ 25,000
	5. Adjust the student health fee to cover program costs.	Executive	IMPLEMENTED	Annual Income	\$ 64,000
	6. Increase the transcript fee.	Executive	IMPLEMENTED	Annual Income	\$ 20,000
	7. Implement a control system for the university's photocopy equipment.	Executive	IMPLEMENTED	Annual Saving	\$ 26,000
	8. Reduce the cost of laundry service for the university's hospitals and clinics.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$271,000 \$650,000

University of Alabama - Huntsville

#47.	1. Establish a personnel department.	Executive	IMPLEMENTED	Annual Cost	\$ 15,000
	2. Use available EDP equipment for administrative and financial work.	Executive	IMPLEMENTED		
	3. Combine the bookstore operations in a single location and put it on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$ 6,700
	4. Put the cafeteria on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$ 3,300
	5. Increase the student application fee.	Executive	IMPLEMENTED	Annual Income	\$ 8,000
	6. Increase the transcript fee and apply it to all transcripts issued.	Executive	IMPLEMENTED	Annual Income	\$ 7,000
	7. Establish a registration fee for automobiles brought on campus.	Executive	IMPLEMENTED	Annual Income	\$ 20,000
	8. Implement a program of full utilization for the Word Processing Center.	Executive	IMPLEMENTED	Annual Saving	\$ 18,000
	9. Cancel the plan to purchase student and faculty housing until a detailed feasibility study can be made.	Executive	UNACCEPTABLE	One-time Saving	\$970,000

University of Alabama - Tuscaloosa

1. Eliminate plans for a food service facility in the new student union building.	Executive	UNACCEPTABLE	One-time Saving	\$279,000
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RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
2. Implement a control system for university photocopy equipment.	Executive	IMPLEMENTED	Annual Saving	\$ 17,400
3. Increase the student application fee.	Executive	IMPLEMENTED	Annual Income	\$ 62,500
4. Raise the out-of-state student fee.	Executive	IMPLEMENTED	Annual Income	\$1.08-million
5. Place the bookstore operation on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$ 14,300
6. Promote full occupancy of student housing facilities and maximum utilization of related food services to eliminate current losses.	Executive	IMPLEMENTED	Annual Saving	\$400,000

#48.

University of Montevallo

1. Establish an efficient Maintenance Stores Department to improve the inventory control program.	Executive	IMPLEMENTED	Annual Saving	\$ 12,500
2. Contract for janitorial services.	Executive	UNACCEPTABLE	Annual Saving	\$ 10,000
3. Establish a cost accounting system for auxiliary services and set fees which will keep them on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$105,000
4. Establish a student activities fee.	Executive	IMPLEMENTED	Annual Income	\$ 37,000
5. Increase the campus parking fee.	Executive	IMPLEMENTED	Annual Income	\$ 6,300
6. Increase rents for faculty housing.	Executive	IMPLEMENTED	Annual Income	\$ 2,000
7. Reorganize management of the university golf course.	Executive	IMPLEMENTED	Annual Saving Annual Income	\$ 2,600 \$ 6,000
8. Purchase a bus for the use of the athletic team and Music Department.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 8,000 \$ 2,000

#49.

University of South Alabama

1. Initiate a program to put the Educational Research and Development Center on a self-supporting basis.	Executive	IMPLEMENTED	Annual Saving	\$165,400
2. Put the student union on a self-supporting basis.	Executive	IMPLEMENTED	Annual Saving	\$127,500
3. Operate the bookstore, dormitory, and cafeteria on a self-sustaining basis.	Executive	IN PROCESS	Annual Saving	\$190,000
4. Increase the admission fee to \$15.	Executive	UNACCEPTABLE	Annual Income	\$ 18,000
5. Increase the quarterly registration fee.	Executive	IMPLEMENTED	Annual Income	\$ 17,500
6. Increase nonresident tuition fees.	Executive	UNACCEPTABLE	Annual Income	\$ 69,000
7. Increase the campus auto registration fee and traffic fine schedule and allocate resulting income to the security function.	Executive	IN PROCESS	Annual Income	\$ 58,100
8. Institute an immediate study of vehicle usage and maintenance.	Executive	IN PROCESS		

RECOMMENDATIONS

9. Dispose of the two boats now owned by the university.

ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
Executive	IMPLEMENTED	Annual Saving	\$ 28,000
		One-time Income	\$ 20,000

#50.

Department of Education

1. Reorganize and reduce the number of school districts.

Legislative	MORE STUDY	Annual Saving	\$706,000
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2. Establish a work measurement program for classified positions.

Executive	IMPLEMENTED	Annual Saving	\$250,000
		Annual Cost	\$ 15,000

3. Establish a forms management and publications control section.

Executive	IMPLEMENTED	Annual Saving	\$ 50,000
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4. Set up a unit in the Graphic Arts Section of the Division of Departmental Services to produce magnetic tape for composition of publication material.

Executive	UNACCEPTABLE	Annual Saving	\$ 35,000
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5. Establish regional school transportation systems under the direction of the State Supervisor of Pupil Transportation.

Executive	MORE STUDY		
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6. Establish an organization within the Department of Education with responsibility for overall educational planning.

Executive	IMPLEMENTED		
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7. Remove the requirement that department purchase requisitions and vouchers have the certification of the State Superintendent of Education regarding correctness and legality.

Legislative	IMPLEMENTED	Annual Saving	\$ 10,000
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8. Repair textbooks at a bindery and enforce fines for loss, abuse, and damage.

Executive	MORE STUDY	Annual Saving	\$386,000
		Annual Cost	\$ 30,000

9. Reorganize present department accounting procedures.

Executive	IMPLEMENTED		
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10. Modify the method of disbursing and accounting for vocational education funds.

Executive	IMPLEMENTED	Annual Saving	\$ 10,000
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11. Invest available cash controlled by various school boards in short-term notes.

Executive	IMPLEMENTED		
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12. Automate voucher information.

Executive	IN PROCESS	Annual Saving	\$ 15,000
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13. Transfer duties of the school architect to the Building Commission.

Executive	UNACCEPTABLE	Annual Saving	\$ 50,000
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14. Discontinue grants from the Alabama Special Trust Fund to various private educational institutions.

Legislative	MORE STUDY	Annual Saving	\$490,000
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15. Establish a system to coordinate visits from the Department of Education.

Executive	IMPLEMENTED	Annual Saving	\$ 36,000
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16. Modify the method for employing vocational education teachers.

Executive	IMPLEMENTED		
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RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
17. Appoint a purchasing coordinator for food service operations in elementary and secondary schools.	Executive	MORE STUDY	Annual Saving Annual Cost	\$ 87,000 \$ 25,000
18. Establish a Division of Post-Secondary Education to include junior colleges and trade schools and phase out the Division of Vocational Education.	Executive	UNACCEPTABLE	Annual Saving	\$350,000
19. Empower the county boards of education to select, appoint, and supervise county school superintendents.	Legislative	MORE STUDY		
20. Revise teacher certification procedures.	Legislative	IMPLEMENTED	Annual Saving Annual Income	\$ 20,000 \$109,000
#51.				
Junior Colleges and Trade Schools				
21. Reorganize the junior colleges and technical institutions.	Executive	IMPLEMENTED	Annual Saving	\$1.25-million
22. Update course policies in state vocational schools.	Executive	IMPLEMENTED		
23. Adopt the new chart of accounts.	Executive	IMPLEMENTED		
24. Establish standards for reporting financial data.	Executive	IMPLEMENTED		
25. Establish a purchasing authority in each of the proposed four state regions to do the buying for schools in their respective areas.	Executive	UNACCEPTABLE	Annual Saving	\$104,400
26. Establish cost control procedures and set work standards for building operation and maintenance.	Executive	IMPLEMENTED	Annual Saving	\$385,000
27. Allocate capital funds systematically on a need basis.	Executive	IMPLEMENTED	Annual Saving	\$1.5-million
28. Increase tuition charges at junior colleges and trade schools and put the trade schools on a quarterly payment system.	Executive	MORE STUDY	Annual Income	\$1.82-million
29. Provide a consistent method of establishing student enrollment.	Executive	IMPLEMENTED		
30. Eliminate the free transportation program.	Executive	MORE STUDY	Annual Saving	\$1-million
31. Place all auxiliary enterprises on a self-sustaining basis.	Executive	MORE STUDY	Annual Saving Annual Income	\$150,000 \$ 90,000
#52.				
Alabama A & M University				
1. Institute a computerized cost accounting system.	Executive	IMPLEMENTED		
2. Automate the inventory system.	Executive	IN PROCESS		

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
3. Increase the student application fee.	Executive	IMPLEMENTED	Annual Income	\$ 23,000
4. Increase the out-of-state student fee.	Executive	IMPLEMENTED	Annual Income	\$ 95,000
5. Increase the change-of-course fee.	Executive	IMPLEMENTED	Annual Income	\$ 14,400
6. Increase the transcript fee.	Executive	IMPLEMENTED	Annual Income	\$ 2,600
7. Institute a fee for campus parking permits.	Executive	IMPLEMENTED	Annual Income	\$ 4,100

#53.

Alabama State University

1. Operate the faculty dining hall, bookstore, and snack bar on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$ 45,000
2. Operate residence halls on a self-sustaining basis.	Executive	IMPLEMENTED	Annual Saving	\$ 48,800
3. Implement the proposed computer system as soon as possible.	Executive	IMPLEMENTED		
4. Reorganize the university's Campus Security Department.	Executive	UNACCEPTABLE	Annual Saving	\$ 12,000
5. Increase the student application fee.	Executive	IMPLEMENTED	Annual Income	\$ 5,000
6. Establish a student registration fee of \$4 per quarter.	Executive	IMPLEMENTED	Annual Income	\$ 10,000
7. Increase the tuition charge and separate the fees paid to the university for athletic and student activities.	Executive	IN PROCESS	Annual Income	\$275,000
8. Increase the health center fee charged to university students.	Executive	IMPLEMENTED	Annual Income	\$ 30,000
9. Adjust the student activity fee to recover the total cost of applicable services provided to them.	Executive	IN PROCESS	Annual Income	\$ 20,000

#54.

Institute for the Deaf and Blind

1. Require state departments and agencies to comply with purchasing legislation regarding the Institute for the Deaf and Blind.	Executive	IMPLEMENTED	Annual Saving	\$ 50,000
2. Discontinue the farm operation.	Executive	MORE STUDY	Annual Saving Annual Income One-time Income	\$ 12,000 \$ 6,000 \$ 10,000
3. Establish a revolving fund for the institute's working capital.	Legislative	IMPLEMENTED	One-time Cost	\$250,000

#55.

Educational Television Commission

1. Place broadcasting stations, programming, and in-school use of educational television under centralized management authority.	Legislative	IN PROCESS		
2. Negotiate statewide contracts for purchases of broadcasting equipment, television sets, recorders, video tapes, tubes, and other electronic components.	Executive	IN PROCESS	Annual Saving	\$ 15,000

#	RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
#56.	Public Library Service				
	1. Improve the current physical layout.	Executive	IN PROCESS		
	2. Institute a study to determine the feasibility of placing book circulation and inventory information on a computer.	Executive	IN PROCESS	One-time Cost	\$ 10,000
#57.	Education Study Commission				
	1. Restrict the scope of the Education Study Commission to elementary and secondary education.	Executive	IMPLEMENTED		
#58.	Department of Public Health				
	1. Reorganize the Department of Public Health.	Executive	IMPLEMENTED		
	2. Establish more rigid budget procedures.	Executive	IMPLEMENTED		
	3. Change accounting procedures to provide detailed operating costs for each bureau or division.	Executive	IMPLEMENTED		
	4. Relocate the data processing functions to the state's data processing center.	Executive	IMPLEMENTED	Annual Saving	\$154,000
				Annual Saving	\$154,000 (Federal)
	5. Renegotiate insurance contracts.	Executive	IMPLEMENTED	Annual Saving	\$198,200
				Annual Saving	\$702,800 (Federal)
	6. Hire an accountant to handle reviews of Medicaid cost reports for nursing homes.	Executive	IMPLEMENTED	Annual Saving	\$ 42,000
				Annual Cost	\$ 12,000
	7. Eliminate the issuance of Medicaid cards to ineligible recipients.	Executive	IMPLEMENTED	Annual Saving	\$604,000
	8. Eliminate one clerical position in the Bureau of Maternal and Child Health.	Executive	IMPLEMENTED	Annual Saving	\$ 5,200
	9. Eliminate the Health Mobilization Division.	Executive	IMPLEMENTED	Annual Saving	\$ 14,400
	10. Substitute correspondence for travel whenever possible.	Executive	IMPLEMENTED	Annual Saving	\$ 1,100
	11. Close four branch facilities in the Bureau of Laboratories.	Executive	IN PROCESS	Annual Saving	\$ 90,000
	12. Transfer the environmental health laboratory to the Bureau of Laboratories.	Executive	UNACCEPTABLE		
	13. Eliminate the film librarian in Huntsville.	Executive	IMPLEMENTED	Annual Saving	\$ 7,000
	14. Increase the fees for licensing and certifying medical facilities.	Executive	IN PROCESS	Annual Income	\$ 30,000
	15. Increase the fee for adoptions, affidavits, and legitimations.	Executive	IN PROCESS	Annual Income	\$ 45,000

#59.

RECOMMENDATIONS

Department of Mental Health

	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
1. Change the budget format of monthly financial reports to provide more useful information to managers.	Executive	IMPLEMENTED		
2. Change the financial reporting systems used by the mental health institutions.	Executive	IMPLEMENTED	Annual Cost	\$ 75,000
3. Conduct operational and financial audits of community mental health facilities.	Executive	IMPLEMENTED		
4. Install a cost accounting system for auxiliary enterprises.	Executive	IMPLEMENTED		
5. Divide the general supplies account into more meaningful categories.	Executive	IMPLEMENTED		
6. Increase the minimum value level for the department inventory to \$100.	Legislative	IMPLEMENTED	Annual Saving	\$ 8,400
7. Separate development activities from the patient fund area.	Executive	UNACCEPTABLE		
8. Modify the payroll system.	Executive	IMPLEMENTED		
9. Consolidate the four payroll accounts for the hospital facilities and the administrative office.	Executive	UNACCEPTABLE	Annual Saving	\$ 4,000
10. Consolidate the five accounts payable.	Executive	IMPLEMENTED	Annual Saving	\$ 2,100
11. Investigate the feasibility of becoming eligible for additional federal reimbursement for social and rehabilitation services.	Executive	IMPLEMENTED	Annual Saving One-time Saving One-time Cost	\$4-million \$6-million \$ 25,000
12. Establish a better system of inventory control at the Bryce Hospital warehouse.	Executive	IN PROCESS	Annual Saving One-time Income	\$ 25,000 \$125,000
13. Develop an effective personnel scheduling system for each unit and workshift at Bryce Hospital.	Executive	IN PROCESS	Annual Saving	\$272,000
14. Eliminate the deficit for employee meals at Bryce Hospital.	Executive	IMPLEMENTED	Annual Saving	\$269,500
15. Monitor the number of employees eating in the cafeterias at Bryce Hospital.	Executive	IMPLEMENTED		
16. Eliminate personal laundry privileges for supervisory and professional personnel at Bryce Hospital.	Executive	IMPLEMENTED	Annual Saving	\$ 6,500
17. Change the accounting methods used to determine farm operation profitability at Bryce Hospital.	Executive	IMPLEMENTED		
18. Consolidate patient fund accounting at Bryce Hospital.	Executive	UNACCEPTABLE	Annual Saving	\$ 58,200

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
19. Reorganize the eight geographic catchment units at Bryce Hospital.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$235,000 \$100,000
20. Study the feasibility of certifying areas used for geriatric care as a skilled nursing home to qualify them for federal Medicare funds.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$1.9-million \$ 15,000
21. Eliminate one position in the Personnel Department at Partlow.	Executive	IMPLEMENTED	Annual Saving	\$ 11,100
22. Close the employee cafeteria at Partlow State School and Hospital.	Executive	IMPLEMENTED	Annual Saving	\$ 19,000
23. Revise disbursement procedures for residents' spending accounts at the Partlow State School and Hospital.	Executive	IMPLEMENTED		
24. Raise the cost of employee meals at Searcy Hospital.	Executive	IMPLEMENTED	Annual Income	\$ 25,000
25. Close the farm at Searcy Hospital.	Executive	IMPLEMENTED	Annual Saving	\$ 64,000
26. Consider offering for lease some 9,550 acres of land holdings of the Department of Mental Health.	Legislative	IMPLEMENTED	Annual Income	\$200,000

#60.

Department of Pensions and Security

1. Implement the recommendations of the reorganization study.	Executive	IMPLEMENTED	Annual Saving Annual Saving Annual Cost Annual Cost	\$ 71,300 \$ 71,300 (Federal) \$ 17,100 \$ 17,100 (Federal)
2. Create a Planning Services Bureau.	Executive	IMPLEMENTED	Annual Saving Annual Saving Annual Cost Annual Cost	\$104,500 \$104,500 (Federal) \$ 51,000 \$ 51,000 (Federal)
3. Eliminate typing of expense account forms.	Executive	UNACCEPTABLE	Annual Saving Annual Saving	\$ 1,200 \$ 1,200 (Federal)
4. Rent a single facility to house Department of Pensions and Security personnel engaged in statewide operations.	Legislative	IN PROCESS	Annual Saving	\$ 33,000
5. Establish a computer-oriented cost and general accounting system.	Executive	IN PROCESS	Annual Saving Annual Saving Annual Cost Annual Cost	\$ 30,500 \$ 30,500 (Federal) \$ 3,800 \$ 3,800 (Federal)

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS INCOME OR COST	ESTIMATED AMOUNT
6. Consolidate preparation of payroll and employee records.	Executive	IN PROCESS	Annual Saving	\$ 18,900
			Annual Saving	\$ 18,900 (Federal)
			Annual Cost	\$ 2,900
			Annual Cost	\$ 2,900 (Federal)
7. Reduce the overall cost of obtaining statistical information.	Executive	IMPLEMENTED	Annual Saving	\$143,600
			Annual Saving	\$143,600 (Federal)
			Annual Cost	\$ 7,700
			Annual Cost	\$ 7,700 (Federal)
8. Increase overpayment recovery activities.	Executive	IMPLEMENTED	Annual Saving	\$125,000
			Annual Saving	\$375,000 (Federal)
			Annual Cost	\$ 67,000
			Annual Cost	\$ 67,000 (Federal)
9. Reduce the processing time for updating eligibility files to same-day service.	Executive	IN PROCESS	Annual Saving	\$ 90,000
			Annual Saving	\$ 90,000 (Federal)
			Annual Cost	\$ 14,000
			Annual Cost	\$ 14,000 (Federal)
			One-time Cost	\$ 1,000
One-time Cost	\$ 1,000 (Federal)			
10. Combine the welfare recipient's warrant and Medicaid identification card into one computerized listing and one mailing.	Executive	UNACCEPTABLE	Annual Saving	\$115,300
			Annual Saving	\$115,300 (Federal)
			Annual Cost	\$ 9,500
			Annual Cost	\$ 9,500 (Federal)
			One-time Cost	\$ 8,000
One-time Cost	\$ 8,000 (Federal)			
11. Change the individual county case number system to a statewide one.	Executive	MORE STUDY		
12. Combine the award and family plan forms with eligibility reviews and new applications.	Executive	IN PROCESS	Annual Saving	\$240,000
			Annual Saving	\$240,000 (Federal)
			Annual Cost	\$ 16,800
			Annual Cost	\$ 16,800 (Federal)

RECOMMENDATIONS

13. Eliminate typing of quarterly Aid to Dependent Children reports and other biannual reviews.

ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
Executive	IMPLEMENTED	Annual Saving	\$898,000
		Annual Saving	\$1.5-million (Federal)

#61.

Agency for Social Security

- Invest funds contributed by reporting entities to achieve the maximum return available for the period when they are held prior to payment to the Federal Reserve Bank.
- Computerize the administration system for agency records and funds.
- Provide additional telephone capacity to reduce travel expenses and eliminate the need for one field auditor.

Legislative	IMPLEMENTED	Annual Income	\$175,000
Executive	UNACCEPTABLE	Annual Saving	\$ 15,000
Executive	UNACCEPTABLE	Annual Saving	\$ 20,000
		Annual Cost	\$ 6,900

#62.

Commission on Aging

- Assign specific duties to the executive assistant or eliminate the position.

Executive IMPLEMENTED

#63.

Department of Agriculture and Industries

- Reorganize the department and change its name.
- Centralize additional laboratories in the department's new building complex.
- Recover the cost of the butterfat audit.
- Charge a fee for the barn inspection service.
- Reduce the department's printing capability.
- Relocate the supply room and continue the space plan study.
- Stagger licensing expiration periods.
- Remove the Commissioner of Agriculture and Industries from the Board of Appointment of County Voter Registrars.

Legislative	IN PROCESS	Annual Saving	\$226,400
		Annual Cost	\$ 19,400
Legislative	UNACCEPTABLE	Annual Saving	\$126,300
		Annual Cost	\$ 81,500
Legislative	MORE STUDY	Annual Saving	\$ 40,100
Legislative	IMPLEMENTED	Annual Income	\$ 18,800
Executive	IMPLEMENTED	Annual Saving	\$ 8,200
		Annual Cost	\$ 2,400
Executive	IMPLEMENTED	Annual Saving	\$ 6,800
		One-time Cost	\$ 1,000
Legislative	UNACCEPTABLE		
Legislative	UNACCEPTABLE		

#64.

Farmers' Market Authority

- Abolish the Farmers' Market Authority and reassign its employees to the Department of Agriculture and Industries.

Legislative UNACCEPTABLE Annual Saving \$ 5,600

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
2. Establish an incentive plan to obtain timely repayment of the state's investment in market facilities.	Executive	UNACCEPTABLE	Annual Income	\$ 31,000
3. Clarify existing statutes.	Legislative	UNACCEPTABLE		
4. Initiate a market research and long-range planning program to include solicitation of federal funds where available.	Executive	UNACCEPTABLE	Annual Saving One-time Saving	\$150,000 \$500,000

#65.

Agricultural Center Board

1. Abolish the Agricultural Center Board.	Legislative	UNACCEPTABLE	Annual Saving	\$ 4,500
2. Maintain the Coliseum on a self-supporting basis.	Executive	MORE STUDY	Annual Saving	\$200,600
3. Reorganize the Coliseum work force.	Executive	UNACCEPTABLE	Annual Saving	\$ 38,100
4. Increase Coliseum rentals.	Executive	IMPLEMENTED	Annual Income	\$ 8,200
5. Increase the revenue from concession leases and the Coliseum parking lot.	Executive	MORE STUDY	Annual Income	\$ 20,000
6. Use available funds to accelerate retirement of Coliseum bonds.	Legislative	MORE STUDY	One-time Saving	\$ 51,300
7. Generate revenue from vacant land.	Executive	UNACCEPTABLE	Annual Income	\$ 21,000

#66.

Dairy Commission

1. Reorganize the commission to permit management of its employees by the Commissioner of Agriculture and Industries.	Legislative	UNACCEPTABLE	One-time Saving	\$ 5,000
2. Reorganize the commission staff.	Executive	UNACCEPTABLE	Annual Saving	\$ 20,600
3. Place the executive secretary's position under the merit system.	Legislative	UNACCEPTABLE		
4. Replace the part-time commission attorney with full-time legal counsel.	Legislative	UNACCEPTABLE	Annual Cost	\$ 3,600
5. Initiate the study on production, distribution, processing, and marketing of milk.	Executive	IMPLEMENTED	Annual Saving	\$ 5,000

#67.

Department of Conservation and Natural Resources

1. Merge the Accounting and Personnel Sections of the Administrative Division.	Executive	UNACCEPTABLE	Annual Saving	\$ 85,000
2. Transfer the department's Engineering Section to a proposed centralized Engineering Division of the Building Commission.	Legislative	UNACCEPTABLE	Annual Saving	\$160,000
3. Transfer the duties of the Information and Education Section to the Bureau of Publicity and Information.	Executive	UNACCEPTABLE	Annual Saving Annual Cost	\$110,000 \$ 40,000

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
4. Merge the enforcement personnel in the various divisions into a single unit.	Executive	IMPLEMENTED	Annual Saving	\$350,000
5. Put the department's publication on a self-sustaining basis.	Executive	UNACCEPTABLE	Annual Income	\$ 30,000
6. Adjust license fees to offset the cost of issuance and a portion of the enforcement expenditure.	Legislative	IN PROCESS	Annual Income	\$ 68,000
7. Change the method of supplying hunting and fishing licenses to agents.	Legislative	IN PROCESS	Annual Saving Annual Income	\$ 23,500 \$ 12,000
8. Review fees for the use of state parks and their facilities.	Executive	IMPLEMENTED	Annual Income	\$167,000
9. Complete state parks under construction before beginning any new projects.	Legislative	IMPLEMENTED	One-time Saving	\$1.2-million
10. Increase the budget of the State Lands Division to provide for more effective management of state-owned property.	Legislative	IMPLEMENTED		
11. Raise the management fee charged by the State Lands Division to a minimum of 7.5%.	Legislative	IMPLEMENTED		
12. Improve revenues from timber contracts.	Executive	IMPLEMENTED	Annual Income	\$ 5,000
13. Raise royalties on sand and gravel removed from state lands.	Executive	IMPLEMENTED	Annual Income	\$ 30,000
14. Open certain lands to competitive bids on leases for drilling.	Executive	IN PROCESS	One-time Income	\$8-million
15. Create a Minerals Resource Management Committee.	Legislative	IMPLEMENTED		

#68.

Forestry Commission

1. Amend the constitution to enforce the special acreage assessment on a statewide basis.	Constitutional	IN PROCESS	Annual Income Annual Income	\$2-million \$105,000 (Local)
2. Combine the Forest Resource Development and Forest Resource Education Divisions.	Executive	UNACCEPTABLE	Annual Saving Annual Cost	\$ 61,900 \$ 12,000
3. Raise the price on pine seedlings to cover program costs.	Executive	IMPLEMENTED	Annual Income	\$ 85,000
4. Increase the severance tax on timber and timber products.	Legislative	IN PROCESS	Annual Income	\$787,000
5. Reorganize local fire fighters into multi-county units.	Executive	IN PROCESS	Annual Cost	\$720,000
6. Provide adequate fire-fighting equipment.	Executive	IN PROCESS	Annual Cost One-time Cost	\$175,000 \$1.4-million

#	RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
#69.	Geological Survey				
	1. Reduce the mailings made to announce new publications.	Executive	IMPLEMENTED	Annual Saving	\$ 4,500
	2. Accelerate the survey and related programs of this agency.	Legislative	MORE STUDY		
#70.	Oil and Gas Board				
	1. Increase the fee for drilling permits.	Executive	IMPLEMENTED	Annual Income	\$ 9,400
	2. Initiate a charge for weekly drilling reports and monthly well production information.	Executive	MORE STUDY	Annual Saving Annual Income	\$ 5,000 \$ 30,000
#71.	Soil and Water Conservation Committee				
	1. Abolish the committee, reorganize the work force, and reassign the function to the Co-operative Extension Service.	Legislative	UNACCEPTABLE	Annual Saving Annual Cost One-time Cost	\$ 96,400 \$ 1,500 \$ 1,000
	2. Discontinue state reimbursement of travel and per diem costs of district supervisors.	Legislative	UNACCEPTABLE	Annual Saving Annual Cost	\$ 31,600 \$ 31,600 (Local)
#72.	Department of Archives and History *				
	1. Abolish the State Records Commission and delegate authority for preserving state records to an action-oriented committee.	Legislative	MORE STUDY		
	2. Use existing storage areas for offices when record retention schedules are established.	Executive	IN PROCESS	Annual Saving	\$ 85,800
	3. Abolish the County Records Commission.	Legislative	UNACCEPTABLE		
	4. Combine selected historical commissions.	Legislative	MORE STUDY	Annual Saving	\$ 40,000
	5. Require additional financial participation by local groups cooperating with the Council on Arts and Humanities.	Executive	UNACCEPTABLE		
	6. Sell waste paper generated by the file and record disposal.	Legislative	MORE STUDY		
#73.	Highway Department				
	1. Consolidate the line functions reporting to the director.	Executive	MORE STUDY		
	2. Create a Management Science Bureau.	Executive	MORE STUDY	Annual Saving Annual Cost	\$5.12-million \$120,000
	3. Eliminate the abuse of the title of engineer.	Executive	UNACCEPTABLE		
	4. Initiate monthly staff meetings.	Executive	IMPLEMENTED		

#74.

RECOMMENDATIONS

ACTION
REQUIRED

STATUS

SAVINGS,
INCOME OR COSTESTIMATED
AMOUNT

Administration

5. Upgrade attorney positions in the Bureau of Chief Counsel.	Executive	IMPLEMENTED	Annual Cost	\$ 8,100
6. Transfer supervision of right-of-way condemnation proceedings to the Bureau of Chief Counsel.	Executive	IMPLEMENTED	Annual Saving	\$737,000
7. Increase the director's flexibility in administering state funds for federally reimbursed projects.	Legislative	IMPLEMENTED		
8. Establish a fee schedule for Alabama road permits.	Legislative	IN PROCESS	Annual Income	\$350,000
9. Reduce the number of employees in the Permit Section by one.	Executive	IMPLEMENTED	Annual Saving	\$ 4,300
10. Establish an effective cost control system.	Executive	IMPLEMENTED		
11. Modify current payroll procedures.	Executive	IMPLEMENTED	Annual Saving	\$ 5,300
12. Eliminate payroll deductions for personal insurance and stop insurance solicitations during working hours.	Executive	MORE STUDY	Annual Saving	\$ 3,200
13. Limit reporting of detailed costs on automobile equipment to vehicles performing well above or below average.	Executive	IMPLEMENTED		
14. Discontinue the visual check of account numbers.	Executive	IMPLEMENTED	Annual Saving	\$ 7,500
15. Eliminate one clerk from the Bureau of Accounts and Finances.	Executive	IMPLEMENTED	Annual Saving	\$ 7,500
16. Establish strict expense account regulations regarding out-of-state plane versus automobile travel.	Executive	UNACCEPTABLE		
17. Computerize the vouchers payable register.	Executive	IN PROCESS	Annual Saving Annual Cost	\$ 19,300 \$ 700
18. Make the systems analyst available on a full-time basis to improve accounting systems and procedures.	Executive	IMPLEMENTED	Annual Saving	\$ 9,600
19. Implement the internal audit functions.	Executive	IN PROCESS		
20. Initiate an administrative education and training program.	Executive	IMPLEMENTED	One-time Cost	\$ 1,000
21. Implement an effective field safety program.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$ 53,500 \$ 24,700
22. Install an EDP project accounting and control system.	Executive	MORE STUDY	Annual Saving One-time Cost	\$ 50,000 \$ 10,000
23. Combine systems analyst personnel in the computer center.	Executive	IMPLEMENTED		

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
24. Contract with the computer supplier for extended term provisions on rental.	Executive	IMPLEMENTED	Annual Saving	\$ 7,700
25. Expedite the Utah/New Mexico Earthworks System project.	Executive	IMPLEMENTED		
26. Provide an educational budget for training personnel in the computer center and certain approved bureaus.	Executive	IMPLEMENTED		
27. Eliminate dual supervision at the computer center.	Executive	IMPLEMENTED	Annual Saving	\$ 12,600
28. Elevate the computer center to bureau status.	Executive	UNACCEPTABLE		
29. Reduce the number of data entry operators.	Executive	IMPLEMENTED	Annual Saving	\$ 20,200
30. Eliminate the cabinet shop.	Executive	UNACCEPTABLE	Annual Saving	\$ 15,400
31. Construct a new central repair facility at Montgomery.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$ 41,900 \$ 25,600
32. Provide a conditional appropriation to the Highway Department for matching unanticipated federal funds.	Legislative	IMPLEMENTED		

#75.

Planning and Programming

33. Establish a cost control program for the Urban Planning and Planning and Programming Bureaus.	Executive	UNACCEPTABLE		
34. Install an aerial photogrammetry program.	Executive	IN PROCESS	Annual Saving Annual Cost	\$100,000 \$ 50,000
35. Rename the Bureau of Planning and Programming as Bureau of Planning.	Executive	UNACCEPTABLE		

#76.

Engineering

36. Schedule work on a long-range basis to eliminate unnecessary preparation of highway plans.	Executive	IMPLEMENTED	Annual Saving	\$1.9-million
37. Stress implementation in contracts for research projects and require oral presentation of each research report to department officials.	Executive	IMPLEMENTED		
38. Purchase magnetic tape dictation equipment for the Bureaus of Interstate, Right of Way, and Surveys and Plans.	Executive	IMPLEMENTED		
39. Relocate the Tests Section.	Executive	IMPLEMENTED		
40. Perform asphalt and concrete plant inspections at the division level.	Executive	IMPLEMENTED	Annual Saving	\$1.2-million

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
41. Use modern procedures for all laboratory and field tests.	Executive	IMPLEMENTED		
42. Convert the Bureau of Research and Development to a section under the Bureau of Materials and Tests and reduce its operating personnel.	Executive	IMPLEMENTED	Annual Saving	\$ 43,000
43. Update filing procedures in the Bureau of Materials and Tests.	Executive	IMPLEMENTED		
44. Require the Geotechnic Section to report to the materials engineer.	Executive	IMPLEMENTED		
45. Require the Bureau of Secondary Roads to perform final inspections on Federal Aid Secondary Funds projects.	Executive	IMPLEMENTED		
46. Perform maintenance inspections on FAS projects when there is evidence of continued substandard work.	Executive	IMPLEMENTED		
47. Make the existing varitype machine available to the Bureau of Bridges and other department units which may need it.	Executive	IMPLEMENTED		
48. Increase the work output in the Bureau of Bridges through mechanical aids.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 10,600 \$ 2,200
49. Change the preparation method for property plats in the Bureau of Right of Way.	Executive	IMPLEMENTED	Annual Saving	\$ 6,200
50. Use photo reduction to make scale changes in the Bureau of Right of Way.	Executive	IMPLEMENTED		
51. Trace right-of-way maps from drawings prepared by the divisions.	Executive	UNACCEPTABLE		
52. Hand letter right-of-way and property plats.	Executive	UNACCEPTABLE	Annual Saving	\$ 9,800
53. Streamline the procedure for checking legal descriptions in the Bureau of Right of Way.	Executive	MORE STUDY	Annual Saving	\$ 4,300
54. Computerize the forms used by the Bureau of Right of Way for relocation payments and assistance.	Executive	IN PROCESS		
55. Reduce outside appraising expenses by improved use of the staff in the Bureau of Right of Way.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$141,000 \$ 12,000
56. Limit survey parties to nine persons.	Executive	IMPLEMENTED	Annual Saving	\$ 47,000
57. Reduce costs on metal pipe.	Executive	UNACCEPTABLE	Annual Saving	\$ 28,800
#77.				
Construction and Maintenance				
58. Submit travel expenses as amounts actually expended within the defined maximums.	Executive	UNACCEPTABLE	Annual Saving	\$ 30,500

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
59. Streamline the current bidding and contracting procedures.	Executive	UNACCEPTABLE		
60. Remove the landscaping engineer from the Bureau of Construction.	Executive	UNACCEPTABLE		
61. Submit field reports to the Bureau of Construction on a bimonthly basis.	Executive	IMPLEMENTED	Annual Saving	\$ 18,300
62. Eliminate one clerk/stenographer in the Bureau of Maintenance.	Executive	IMPLEMENTED	Annual Saving	\$ 5,100
63. Eliminate one utility laborer.	Executive	IMPLEMENTED	Annual Saving	\$ 4,600
64. Establish a comprehensive maintenance management program.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$1.96-million \$300,000
65. Establish an examination procedure for the purchase of resurfacing material.	Executive	UNACCEPTABLE	Annual Saving	\$1.25-million
66. Reduce personnel in the Traffic Department after completion of the current project.	Executive	UNACCEPTABLE	Annual Saving Annual Saving	\$ 85,500 \$ 85,500 (Federal)

#78.

Field Divisions

67. Request funds for acquisition and installation of new equipment simultaneously.	Executive	IMPLEMENTED	Annual Saving	\$ 6,800
68. Keep all files on completed work projects at Montgomery.	Executive	UNACCEPTABLE		
69. Eliminate 40 compaction inspectors by purchasing 16 nuclear density testing machines.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$306,000 \$ 72,000
70. Limit transit crews to four employees.	Executive	UNACCEPTABLE	Annual Saving	\$572,000
71. Discontinue the use of department vehicles for personal transportation.	Executive	IMPLEMENTED	Annual Saving	\$561,500

#79.

Office of Coordinator of Highway and Traffic Safety

1. Establish a priority program and status-reporting procedures for each of the 16 safety standards.	Executive	IMPLEMENTED		
2. Relocate the Office of Coordinator of Highway and Traffic Safety to a central state building as soon as possible.	Executive	MORE STUDY	Annual Saving Annual Cost	\$ 11,700 \$ 6,700
3. Reduce the clerical personnel by one.	Executive	MORE STUDY	Annual Saving	\$ 7,500

#80.

Department of Aeronautics

1. Transfer the department's airplane to the proposed aircraft pool.	Executive	UNACCEPTABLE		
2. Eliminate the current position of aeronautical assistant.	Executive	UNACCEPTABLE	Annual Saving	\$ 11,900

#81.

RECOMMENDATIONS

State Docks Department

	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
1. Reduce the functions reporting to the docks operations manager to four.	Executive	IMPLEMENTED		
2. Abolish the position of docks operations general manager.	Executive	IMPLEMENTED	Annual Saving	\$ 21,700
3. Eliminate one assistant docks operations manager.	Executive	UNACCEPTABLE	Annual Saving	\$ 14,500
4. Establish a motor pool for the general-use vehicles.	Executive	UNACCEPTABLE	Annual Saving	\$ 4,700
5. Establish a comprehensive department maintenance program.	Executive	IN PROCESS	Annual Saving	\$ 44,800
6. Pay invoices with a discount clause within the discount period.	Executive	IMPLEMENTED	Annual Saving	\$ 15,000
7. Replace seven Terminal Railroad employees in Data Processing with six merit system workers.	Executive	IMPLEMENTED	Annual Saving	\$ 29,000
8. Increase EDP equipment utilization or reduce hardware capability.	Executive	UNACCEPTABLE		
9. Eliminate one superintendent of the cotton compress.	Executive	UNACCEPTABLE	Annual Saving	\$ 14,500
10. Install a rail hopper car pit at the public grain elevator.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 92,600 \$ 36,000
11. Install automatic bin deck equipment in the old public grain elevator.	Executive	IN PROCESS	Annual Saving One-time Cost	\$103,000 \$150,000
12. Install automatic grain hopper scales in the old public grain elevator.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 41,000 \$ 50,000
13. Install drag scrapers at the meal facility of the public grain elevators.	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 27,400 \$ 70,000
14. Improve the access roads to the state docks.	Executive	IN PROCESS		

#82.

Printing and Publications

1. Create a statewide position of Manager of Printing and Publications.	Executive	IN PROCESS	Annual Cost	\$ 18,000
2. Reduce the number of print shops to eight.	Executive	IN PROCESS	Annual Saving One-time Cost	\$ 21,500 \$ 2,000
3. Adopt the copy center approach for low-volume printing.	Executive	IN PROCESS	Annual Saving One-time Cost	\$167,600 \$130,000
4. Study copy machine utilization.	Executive	IN PROCESS		
5. Limit use of personal engraved stationery.	Executive	IMPLEMENTED	Annual Saving	\$ 3,900
6. Review work of outside suppliers with a view to better utilizing internal capacity.	Executive	IN PROCESS	Annual Saving	\$ 45,000

RECOMMENDATIONS	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
7. Consolidate photographic purchases at the capitol complex and organize a central supply room.	Executive	IN PROCESS	Annual Saving	\$ 13,000
8. Establish a work order cost system to charge capitol complex departments for printing services.	Executive	IN PROCESS	Annual Saving Annual Cost	\$ 75,000 \$ 8,500
9. Centralize the scheduling of capitol complex printing orders.	Executive	IN PROCESS	Annual Saving Annual Cost	\$240,300 \$ 9,000

#83.

Motor Vehicle Fleet Management

1. Establish uniform regulations for the assignment and use of state vehicles.	Executive	IMPLEMENTED	Annual Saving One-time Saving	\$ 39,000 \$150,000
2. Eliminate personal use of state vehicles.	Executive	IMPLEMENTED		
3. Enlarge and improve the motor pool operation in the capitol complex.	Executive	IMPLEMENTED	Annual Saving Annual Income Annual Cost	\$ 28,600 \$ 3,800 \$ 3,700
4. Establish a management program for state vehicles.	Executive	MORE STUDY		
5. Establish replacement standards for passenger cars.	Executive	IMPLEMENTED		
6. Establish and enforce standards for general-use cars and accessories.	Executive	IMPLEMENTED	Annual Saving	\$166,000
7. Revise passenger car disposal procedures.	Legislative	UNACCEPTABLE		
8. Establish standard reports on motor vehicle operations.	Executive	IMPLEMENTED	Annual Saving	\$250,000
9. Restrict the purchase of gasoline and oil at commercial service stations.	Executive	IMPLEMENTED		
10. Establish a universal credit card for state-owned passenger cars.	Executive	IMPLEMENTED		

#84.

Data Processing

1. Establish a Data Systems Management Division in the Department of Finance.	Executive	IMPLEMENTED		
2. Recruit an administrative director for the proposed division.	Executive	IMPLEMENTED	Annual Cost One-time Cost	\$ 25,700 \$ 2,000
3. Implement a statewide training program for data processing personnel and agency users.	Executive	IMPLEMENTED	Annual Saving Annual Cost One-time Cost	\$150,000 \$ 46,000 \$ 4,100
4. Establish an evaluation program for all data processing applications now used by capitol complex installations.	Executive	IMPLEMENTED		
5. Develop a statewide master plan for data processing.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$4.7-million \$205,000

RECOMMENDATIONS

	ACTION REQUIRED	STATUS	SAVINGS, INCOME OR COST	ESTIMATED AMOUNT
6. Coordinate activities of the Data Systems Management Division with plans for data processing development in the Department of Education.	Executive	IMPLEMENTED	Annual Saving	\$160,000
7. Establish procedures for educational institutions within the proposed Data Systems Management Division and coordinate the sharing of software resources.	Executive	IN PROCESS		

#85.

Office Space Management

1. Establish a statewide space management program.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$150,000 \$ 30,000
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#86.

Food Service Management

1. Establish a Food Service Office at the state level to coordinate activities for all correctional and mental institutions.	Executive	MORE STUDY	Annual Saving Annual Cost	\$ 50,000 \$ 25,000
2. Make all food service operations subject to State Board of Health sanitary inspections.	Executive	MORE STUDY		
3. Establish a long-range equipment planning program.	Executive	MORE STUDY		
4. Invest surplus food service funds from elementary and secondary schools.	Executive	MORE STUDY	Annual Income	\$280,000

#87.

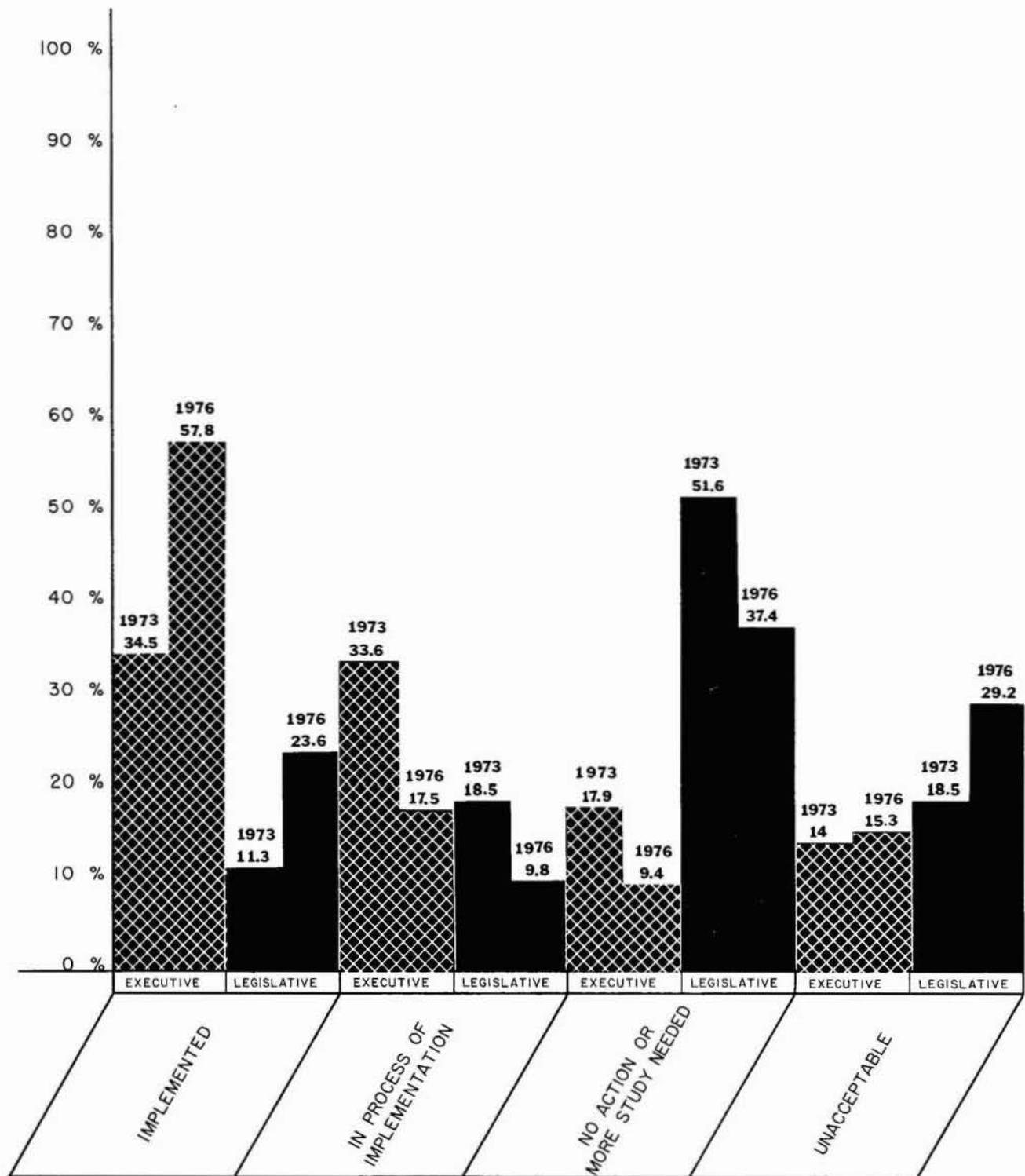
Telecommunications

1. Install the proposed Alabama Centralized Telecommunication System (ACTS).	Executive	IMPLEMENTED	Annual Saving One-time Cost	\$ 88,800 \$ 15,900
2. Develop and program a combined monthly billing for the proposed telecommunication network.	Executive	IMPLEMENTED		
3. Establish a supervisor for the proposed telecommunication system.	Executive	IMPLEMENTED	Annual Saving Annual Cost	\$ 30,000 \$ 10,000

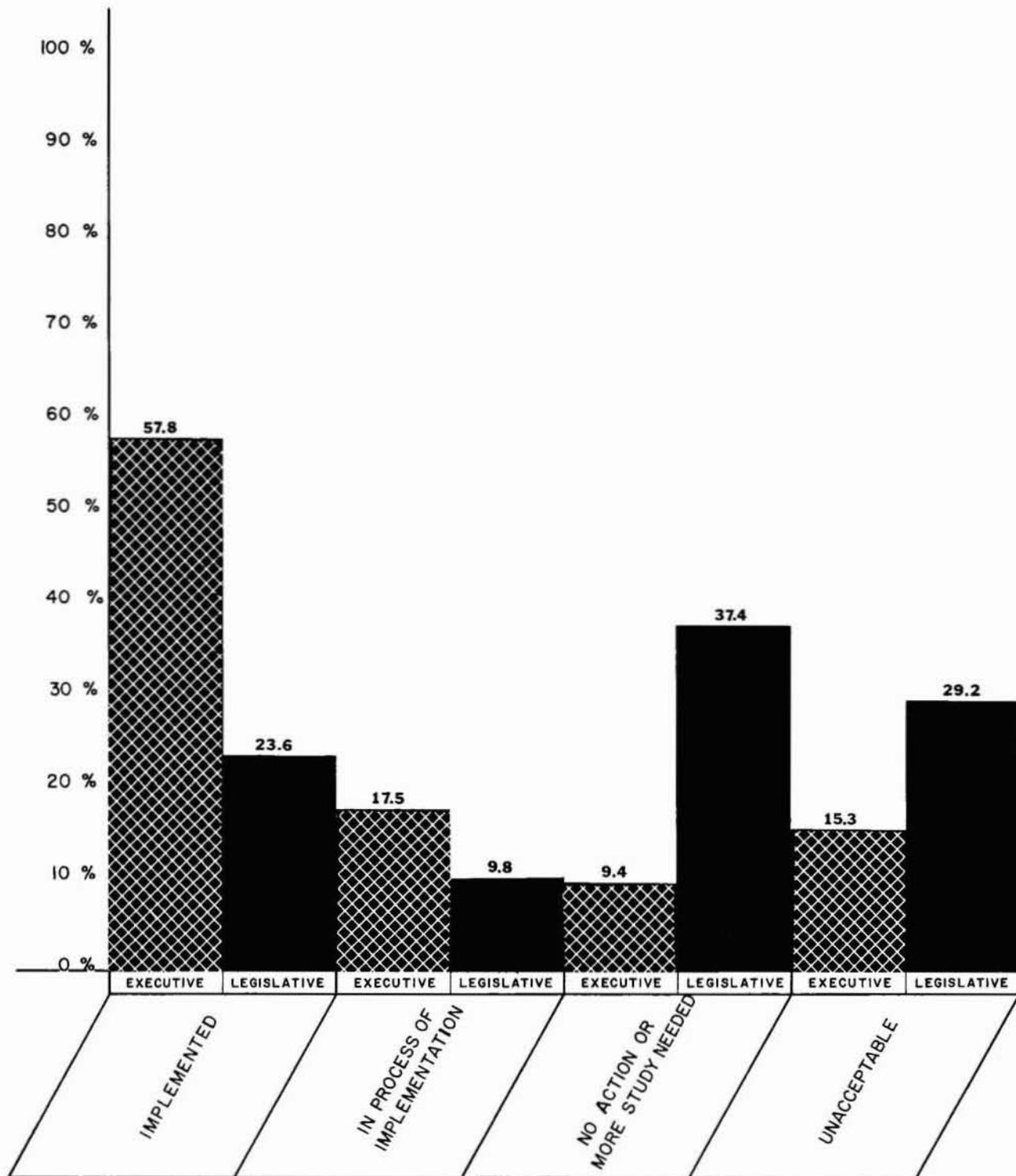
#88.

Aircraft Fleet Management

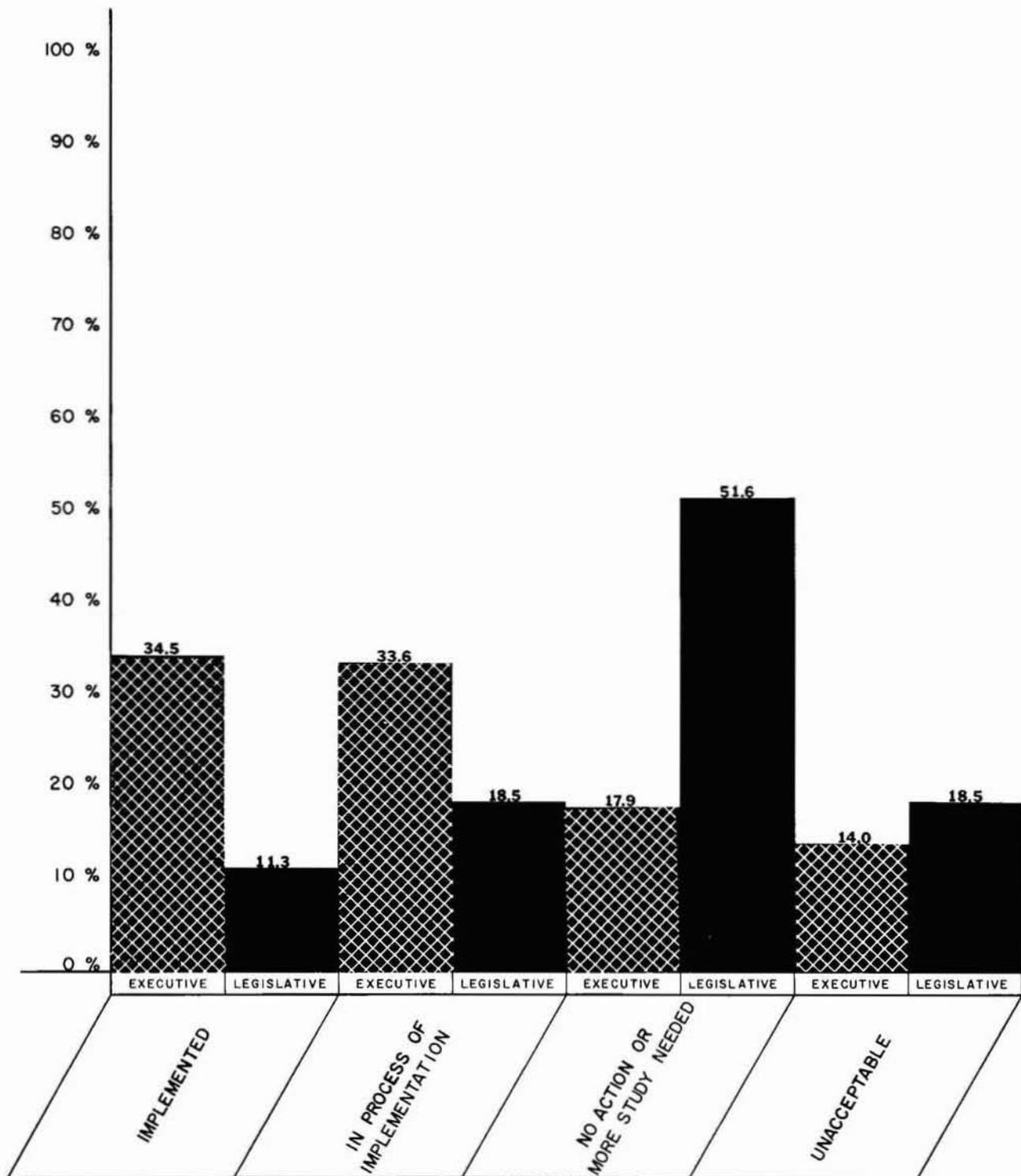
1. Create an aircraft pool in the Department of Finance.	Executive	MORE STUDY	Annual Saving One-time Income One-time Cost	\$ 64,000 \$125,000 \$ 55,000
2. Establish an authorization and billing procedure for aircraft use.	Executive	MORE STUDY	Annual Saving	\$ 20,000



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