

GOVERNOR'S COMMITTEE ON STATE GOVERNMENT REORGANIZATION

REPORT AND RECOMMENDATIONS

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WARREN KING AND ASSOCIATES, INC.
CONSULTANTS TO MANAGEMENT

March 31, 1977

20 N. Wacker Drive · Chicago, Illinois 60606 · Area Code 312/726-0481

The Honorable George C. Wallace
Chairman
Governor's Committee on
State Government Reorganization
State Office Building
Montgomery, Alabama 36130

Dear Governor Wallace:

It has been a pleasure working with you and other members of the Governor's Committee on State Government Reorganization to develop this final report. We feel the recommendations presented fulfill the requirements of your Executive Order No. 66 and reflect sound organizational approaches. In addition, they recognize the state's operating requirements and your desire to provide improved services to Alabama's citizens in a practical, efficient manner.

In order to formulate this report, our staff conducted extensive research to evaluate various structural alternatives. These activities included reviews of similar programs in other states, including comparisons of the advantages and disadvantages. In addition, guidance was requested from former members of the Governor's Cost Control Survey, private citizens, committee members and state government officials. Therefore, the report findings represent the composite thinking of all concerned.

The material presented here should provide a sound basis for formulating a final reorganization plan for presentation to the Legislature. We are confident the comprehensive restructuring you envision will enable your administration to continue serving the people of Alabama as effectively as possible.

Very sincerely,

Warren King and Associates, Inc.

WARREN KING AND ASSOCIATES, INC.

GOVERNOR'S COMMITTEE ON STATE GOVERNMENT REORGANIZATION

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FOREWORD

Simplifying Alabama's government structure has long been a topic of discussion. Historically, the state has been able to concentrate its operations into only 15 major agencies. However, the 1972 Governor's Cost Control Survey presented some preliminary recommendations for a management structure which would reduce this span of control to five primary areas. These included: finance and administration; human resources; education; commerce, industry and natural resources; and transportation. At the time, survey members acknowledged that additional study would be necessary before any final changes could be formulated. Nevertheless, their proposals generated substantial discussion among the state's citizens and its officials. These centered around various alternatives for managing the complex activities of Alabama's government. The objective of these talks was to determine how the Executive Branch could become more effective in accomplishing its mission to serve the people of Alabama.

Since 1965, 25 states have examined their organization structures and developed comprehensive reorganizations, although not all have been fully implemented. During the same period, 15 other states made significant modifications to major parts of their organizations. Such a broad range of activity reflects a significant trend toward modernizing state government management and indicates more reliance on data processing, accounting and auditing systems to provide necessary controls. It also points out a growing belief that chief executive officers should have an effective means to influence the agencies they have been elected to oversee. In every case, the approach has been to consolidate the number of agencies reporting independently to the Governor. Alabama can benefit from these earlier experiences. Many of the proposals presented here are based on careful examination of these efforts.

On December 19, 1975, Governor George C. Wallace signed Executive Order No. 66, authorizing formation of the Governor's Committee on State Government Reorganization. The management consulting firm of Warren King and Associates was also retained to provide staff and technical support. The committee's first task was to inventory and review the origin, purpose, composition and operations of the state's existing operating units. This was an essential step in determining where and how improvements could be made. In June 1976, a comprehensive manual was published by the Governor's Committee on State Government Reorganization to provide pertinent information on existing Executive Branch organizations.

The content of the manual indicated the Governor exercises varying degrees of supervision for various state government entities. These range from appointive powers to serving as a member of specific governing boards, financing authorities and commissions. The manual also highlighted some of the problems associated with such a vast organization, then identified 15 major agencies (excluding higher education) which account for an estimated 93% of all personnel and 98% of all state government expenditures. These major organizational units are: Department of Mental Health, Highway Department, Department of Pensions and Security, Department of Industrial Relations, Department of Public Health, Alcoholic Beverage Control Board, State Department of Education, Department of Public Safety, Department of Revenue, Department of Conservation and Natural Resources, Department of Agriculture and Industries, Board of Corrections of Alabama, Alabama State Docks Department, State Forestry Commission and Department of Youth Services.

While many states have reorganized their operations to conserve personnel and fiscal resources, this is not the prime objective in Alabama. The 15 existing agencies already provide a desirable organization base — something most other states did not have. The problem in Alabama is the limited degree to which the Governor influences some of these key agencies. Presently, only eight are included in the Governor's cabinet — representing 55% of the state's personnel resources and 42% of total funds.

As Governor Wallace has stated, government is simply the aggregate of services established to meet the needs of the people. Thus, all of the programs and regulatory activities now conducted in Alabama must be included in any proposed organization structure in order to meet the mandates of the people. However, through reorganization, new operating entities can be established that will provide such services in a more efficient, economical manner.

Recommended Organization Concept

In examining the various alternatives for restructuring Alabama's state government, the committee felt a primary concern was to develop or identify comprehensive missions for individual entities included in the overall structure. In this way, the various missions were compared to ensure that the resulting state organization would provide an appropriate alignment of related ser-

vices, programs and institutions to meet identified public needs. Thus, a major consideration throughout this project has been to group programs and activities in a logical, efficient manner. To do this, the consultants discussed various aspects of Alabama's organization structure with interested groups and developed a preliminary report for the committee. Once the material was reviewed, the final report was prepared. In some cases, initial recommendations were supplemented by organizational alternatives. These additions reflect ideas generated through discussions with committee members as well as the consultants' analyses of other state government reorganizations.

The Governor's Committee for State Government Reorganization explored in detail two organizational approaches — program departments or cabinet alignment. A third alternative, the coordinator model, was discussed and discarded as undesirable by the executive committee at an early meeting. This model would have offered a minimum number of super cabinet agencies to coordinate activities of an aggregate of unaltered departments. As a result of subsequent discussions with interested persons, including former members of the Governor's Cost Control Survey, the committee decided that the cabinet form could best satisfy the following essential requirements of Alabama government:

Provide a program management system that clearly identifies responsibilities and accountabilities. Department heads will have the authority to make decisions so they can be held accountable for their actions. To meet this objective, the state should have comprehensive service agencies that encompass appropriate program activities and operate under strong management direction.

Expand the chief executive's management role through the provision of appropriate authority to carry out constitutional mandates more effectively. This should include the power to appoint and remove all department heads. Autonomous policymaking boards should be eliminated whenever possible to strengthen the Governor's control of Executive Branch operations. In this manner, the people can be assured of clearly defined accountabilities.

Facilitate the delivery of services by moving decision points closer to the ultimate user. The ability of agency personnel to provide coordinated services to the public must be improved. This can only be accomplished by reducing processing delays and eliminating red tape caused by service fragmentation.

Permit key managers to be selected by and serve at the discretion of their immediate supervisors, allowing agency heads to exert maximum influence on their individual organizations. This concept should be carried out

at the first supervisory level to ensure proper delegation of authority and responsibility throughout the agencies.

Produce substantial savings through more efficient operating methods. Specific financial goals must be established as part of the reorganization effort. When agencies are consolidated, administrative and support functions should be streamlined to eliminate duplications in budget preparation, accounting, personnel, recordkeeping, planning and administration. The imposition of additional layers of activity on existing structures must be avoided. Opportunities to reduce overlaps in direct service delivery should also be explored. Agency consolidations would offer increased flexibility in the utilization of personnel resources, while assignment shifts to meet peak work demands can be achieved more efficiently.

The cabinet form of government satisfies all of these criteria. It provides a minimum number of departments, each responsible for one major function of government service. Department heads, called secretaries, will be appointed by and serve at the pleasure of the Governor. Each will be a member of the Governor's cabinet and will meet frequently with the chief executive to review major policies and issues. All existing Executive Branch operations and programs will be included in the proposed structure. In addition, this approach provides a mechanism for the appropriate review and assignment of new services. Finally, accountability will be clearly placed within the Office of the Governor.

Strong executive management is an essential ingredient in a cabinet form of government. Each cabinet secretary will be responsible for assessing state priorities, but program management will be delegated to specialists. Thus, cabinet members will not constitute an additional layer of program decision making.

This reorganization plan has examined the purposes and missions of all existing agencies in order to develop an appropriate realignment. However, care has been exercised to provide a viable method for internal realignment and restructuring. Failure to provide this flexibility has been a major source of criticism and has limited the success of reorganization efforts of other states. As a result, the plan presented here concentrates on creation of appropriate cabinet offices together with clear and sufficiently broad definitions of their respective missions. This will permit the incumbent management team to examine closely organization structures and staffing levels as part of the development of the most efficient and economical internal structure. Therefore, all references to reorganized units deal with their generic function.

The reorganization should be carried out in three phases. The first would encompass development of the enabling

legislation to be followed by a two-year transition phase. The second phase would involve the submission of internal organization plans to the Governor by each cabinet secretary and their approval by the Legislature. The third phase would be initiated to revise the various constitutional agencies.

A number of transfer types are recommended to accomplish the reorganization. Their effect on agencies moved to the proposed cabinet departments range from total absorption to almost complete retention of current operating status. Definitions of the specific transfer types are provided in Section V, Implementation.

Report Organization

This report presents a comprehensive, multi-phased reorganization proposal. In order to deal with the various elements, this document has been organized to provide

the reader with logical sub-groups to consider. Section I - Summary provides an overview of the next five sections. Section II - Reorganization Plans — Executive Agencies sets forth the proposed cabinet agencies which would report directly to the Governor. Section III - Reorganization Plan — Higher Education isolates and discusses the significant aspects of providing executive direction to institutions of higher education. Section IV - Reorganization Plans — Constitutional and Elected Officials describes three existing agencies and introduces some thoughts on the potential impact of overall reorganization efforts. Section V - Implementation presents a logical mechanism for instituting changes and provides guidelines regarding the nature of the legislation required to make these plans a reality. Section VI - Agency Assignments consists of a composite, alphabetical list of agencies together with their reorganization assignments and transfer type codes.

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SECTION I
REORGANIZATION PLANS
SUMMARY

REORGANIZATION PLANS SUMMARY

The primary goal of this reorganization effort is to develop a government structure for Alabama that will deliver services to its citizens in a more efficient, cost-effective manner. In approaching this task, the state's existing agencies and their activities were studied. This indicated duplication of functions, overlapping authority, lack of clear-cut responsibilities, inadequate coordination of related activities and deficiencies in overall management and control. It was also evident the Governor's span of control is too fragmented for effective management, while state personnel practices have resulted in unnecessary inflexibility and excessive costs.

However, Alabama's present organization provides an excellent foundation for further consolidations since only 15 agencies are responsible for 98% of state expenditures and 93% of the personnel resources.

In consideration of these factors, an attempt was made to identify the primary functions of state government and then align them into efficient, logical patterns. The key element for accomplishing this in the proposed cabinet organization is the grouping of related functions during the first phase of reorganization. Specific internal organization structures within each cabinet-level entity have not been provided. This approach provides maximum opportunity for consolidations and cost reductions during a second phase following a proposed two-year transition period.

To implement the suggested functional realignments, the creation of nine cabinet-level departments, each headed by a secretary, is recommended. These secretaries, together with the Executive Director of the Alabama Commission on Higher Education, will comprise the Governor's cabinet. Some responsibilities will also be transferred from existing agencies to the constitutional offices of Secretary of State, Department of Agriculture and Industries and Department of Education. Present functions of the remaining constitutional offices and the elected Public Service Commission will be addressed in a later phase.

The proposed cabinet is illustrated by the chart on the following page. Missions of each new cabinet department are as follows:

□ Department of Administration. The department will provide support services for all other state agencies, coordinate activities of financing authorities and administer functions dealing with revenue collections. The department will also assume a leadership role in the Governor's cabinet with respect to state budget preparation.

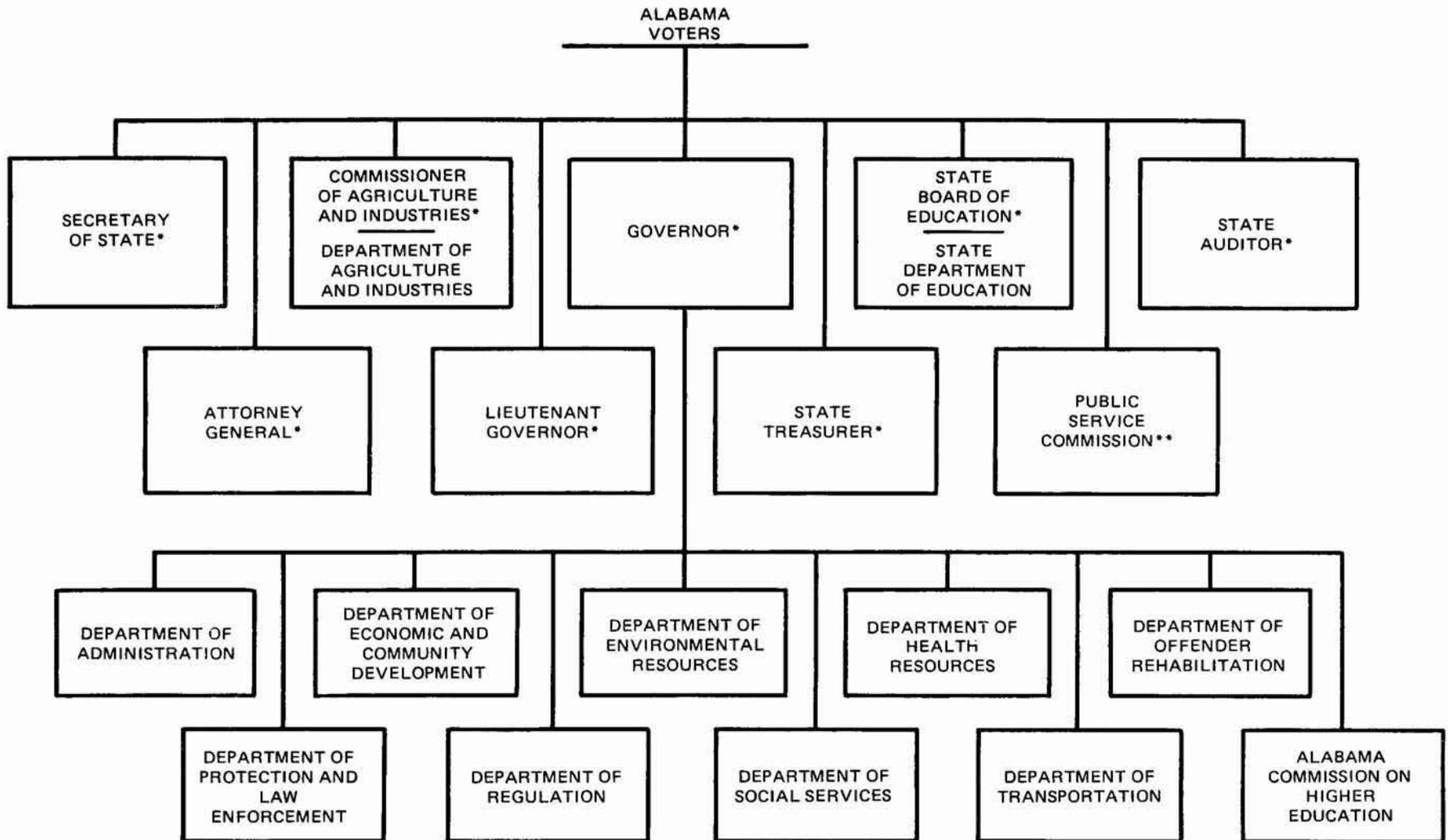
Activities of 39 agencies will be transferred to the proposed department. The financing authorities will be reassigned with their basic program responsibilities permanently intact. Based on the fiscal 1976 budget, the department represents an aggregate annual appropriation of \$129-million and an employment level of 1,308. The state retirement systems account for \$109-million.

□ Department of Economic and Community Development. The department will be responsible for promoting the growth of the state's economic and community resources. It will engage in comprehensive economic planning, industrial and business promotion, waterway system development and assistance for local communities, including federal aid. There will be 24 agencies reassigned in whole or part to the department, including the Alabama Development Office, and seven waterway development agencies. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of \$3.8-million and an employment level of approximately 140. It will also administer substantial amounts of unbudgeted federal aid.

□ Department of Environmental Resources. The department will administer activities related to recreation, historical monuments, pollution control and natural resource management. It will develop programs to preserve the natural environment of the state and meet the recreational needs of its citizens. Activities of 34 departments and other entities will be transferred to the department. Regulatory authority now assigned to certain boards and commissions will be retained, specifically in the areas of pollution control; oil, gas and water drilling; and surface mining. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of \$31-million and an employment level of approximately 1,372.

□ Department of Health Resources. In addition to regulating the state's health care delivery system, the department will plan and administer a comprehensive health program for Alabama. It will encompass those functions that directly affect the physical or mental well-being of the state's citizens, focusing on activities that involve the delivery of medical services or provision of specialized care to the mentally retarded and other developmentally disabled persons. The department will exercise its authority through regulation and inspection, administration of grants and reimbursement programs and provision of direct services, including operation of state-owned facilities. Eighteen existing agencies or functions thereof will form the department, but for the most

**PROPOSED CABINET DEPARTMENTS
STATE OF ALABAMA**



*Constitutional – Elected
**Statutory – Elected

part it will be composed of operations now in the Departments of Public Health and Mental Health. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of more than \$300-million and an employment level of approximately 6,400 persons.

□ Department of Offender Rehabilitation. The department will provide protective custody for all criminal offenders in the state and will administer parole and probation reviews as well as programs aimed at resocialization. Juvenile services and adult correction programs will be retained in their present form. Seven agencies will be transferred to the department, three of which will be transferred intact. The Department of Youth Services, Board of Corrections of Alabama and State Board of Pardons and Parole will comprise the major portions of the functions of the new department. Based on the fiscal 1976 budget, the department represents an aggregate annual appropriation of \$22.6-million and an employment level of approximately 1,471.

□ Department of Protection and Law Enforcement. The department will be responsible for administering and coordinating the enforcement of the state's civil and criminal codes. It will provide technical support services required by the criminal justice system and will be responsible for associated planning activities. The department will also carry out functions related to public safety, disaster relief and civil defense. It will be formed from 14 existing agencies or their functions. The largest entity to be reassigned is the Department of Public Safety. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of more than \$30-million and an employment level of 1,630.

□ Department of Regulation. The department will regulate commercial, industrial, professional and occupational activities on behalf of Alabama's citizens. State-owned liquor stores will also be administered by the department. Activities of 47 agencies will be transferred to the department, including all occupational licensing boards. The Department of Labor will be reassigned, but its integrity within the proposed agency's structure will be permanently guaranteed. Based on the fiscal 1976 budget, the department represents an annual aggregate appropriation of \$22.7-million and an employment level of approximately 1,383.

□ Department of Social Services. The department will serve the specific social needs of the people of Alabama. It will encompass both direct financial assistance and specialized service programs for eligible participants. The suggested realignment of functions will result in combining all social service and human resource activities in a single agency. The department will be formed

from 19 existing agencies; the two largest components will be the Department of Industrial Relations and the Department of Pensions and Security. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of approximately \$197-million and an employment level of 7,240. Additional unbudgeted federal funds will also be administered by the department.

□ Department of Transportation. The department will plan, coordinate and regulate the state's transportation network. It will also maintain and directly operate certain functions, primarily state highways and dock facilities. Eight agencies will be reassigned to the department; the two largest entities will be the Highway Department and Alabama State Docks Department, both of which will retain their autonomy during transition. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of more than \$270-million and an employment level of 6,194.

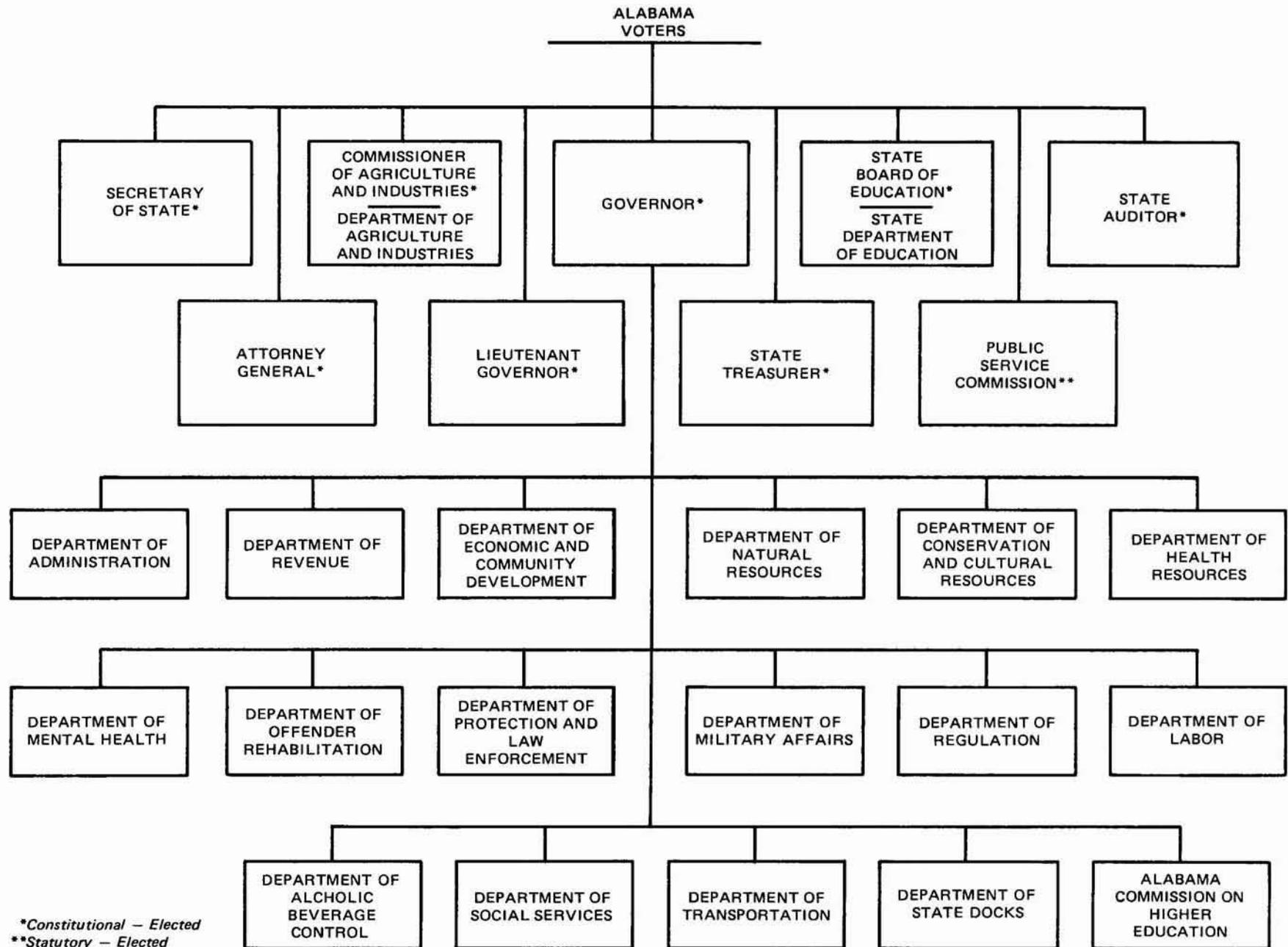
The Governor's cabinet should also include a representative from the Alabama Commission on Higher Education. In this way, the Governor will be able to exert appropriate influence over the state's higher education system.

□ Alabama Commission on Higher Education. The commission is responsible for promoting an effective, high-quality system of higher education in the state. It serves the Governor and the Legislature in an advisory capacity and coordinates all institutional efforts to enrich Alabama's educational environment. The commission's mission will be expanded during the initial reorganization phase to encompass administration of various functions related to higher education. Activities of six agencies will be transferred to the commission. Based on the fiscal 1976 budget, the enlarged commission represents an aggregate annual appropriation of more than \$763,000 and an employment level of 39. Of this estimate, the Marine Environmental Sciences Consortium accounts for about \$320,000 and 25 employees.

By design, the initial two phases of Executive Branch reorganization will be implemented through legislative action. No proposals require constitutional amendments. However, certain Executive Branch activities should be assigned to existing constitutional offices as logical extensions of their current missions. Therefore, the reorganization plan proposes the legislative transfer of these functions to the Secretary of State, Department of Agriculture and Industries and Department of Education respectively. A brief description of these recommendations follows:

□ Secretary of State. As a constitutional officer, the secretary will retain responsibility for all public documents and

**PROPOSED ALTERNATIVE CABINET DEPARTMENTS
STATE OF ALABAMA**



*Constitutional – Elected
**Statutory – Elected

records of incorporation as well as custody of the state seal and enforcement of certain provisions of the Uniform Commercial Code. Additional duties to be assigned during the first phase of reorganization will include: control of state archives, state museum, state and county records and personal achievement documents; examination and certification of election returns; and enforcement of the state ethics law. Functions of 14 departments will be transferred to the Secretary of State, including activities now handled by the Department of Archives and History. Based on the fiscal 1976 budget, the reconstituted office represents an aggregate annual appropriation of \$655,000 and an employment level of approximately 51.

□ Department of Agriculture and Industries. This principal state agency is responsible for the regulation, supervision and promotion of Alabama's agricultural and related industries. It is headed by a constitutional officer and, therefore, will not be subject to comprehensive reorganization at this time. However, its mission will be expanded during the two-year transition period to include all activities related to agriculture. Functions of eight agencies will be reassigned to the department to augment its present activities. The Alabama Dairy Commission and Agricultural Center Corporation will retain special powers. This will allow the commission to continue to set milk prices and the corporation to act as the owner-of-record for various exhibit facilities. Based on the fiscal 1976 budget, the reconstituted department represents an aggregate annual appropriation of more than \$4-million and an employment level of 500.

□ State Department of Education. The department provides leadership for and monitoring of the primary and secondary education systems, supplies vocational and adult basic and continuing education programs and supervises the state's junior colleges and technical schools. It is the primary state agency for the enforcement of Alabama's education laws. The State Superintendent of Education receives guidance from the State Board of Education. The board is a constitutionally established entity that will not be subject to reorganization at this time. However, the department's mission should be expanded to encompass all committees, commissions and educational institutions not under the control of the Alabama Commission on Higher Education. Service delivery aspects of the vocational training programs and crippled children's activities now administered by the department will be reassigned to the Department of Social Services, along with approval functions connected with veterans' training, in order to improve overall efficiency. Activities of 12 agencies will be transferred to the State Department of Education. Most are advisory or special purpose committees. Based on the fiscal 1976 budget, the reconstituted State Department of Education represents an aggregate

annual appropriation of \$14-million and an employment level estimated at approximately 1,258.

While the preceding presents the primary recommendations of the consultants to the Governor's Committee on State Government Reorganization, there are some reasonable alternatives. As a result of discussions with committee members, these alternatives have been presented within the appropriate department descriptions. Not all departments are affected since overall agreement was very good. The chart on the facing page illustrates a modified reorganization showing all alternatives discussed. In actual practice, it is assumed some may be desired while others may be discarded. If all were adopted, the Governor's cabinet would consist of 15 secretaries plus the Executive Director of the Alabama Commission on Higher Education. The following narrative briefly discusses the modifications as exceptions to the primary recommendations.

□ Department of Revenue. As an alternative, this department will maintain independent agency status. It will also retain all responsibility for motor vehicle registration, tags and the like. With this exception, the Department of Administration remains as proposed in the primary recommendation.

□ Department of Natural Resources. The alternative to one large Department of Environmental Resources is to create two cabinet units. The first will concentrate on natural resource management functions. The new agency design will represent an aggregate annual appropriation of \$7.8-million and employment of 560 based on 1976 budget data. Nine agencies will be reassigned while the old Department of Conservation and Natural Resources will be separated. Major functions will include forestry, oil and gas regulation, mining, water resources and water well standards.

□ Department of Conservation and Cultural Resources. As the second element of the alternative for the Department of Environmental Resources, this agency will combine functions related to recreation, tourism and historical preservation. The new department will represent aggregate annual appropriations of \$22-million and an employment of 800 based on the fiscal 1976 budget. Twenty agencies will be reassigned including the parks and recreation portion of the former Department of Conservation and Natural Resources.

If this alternative is utilized by the state, the majority of recommended transfers for the Secretary of State will be nullified. Only the Board of Canvassers of Election Returns and Alabama Ethics Commission will be transferred to the Secretary of State. The rest will become part of the Department of Conservation and Cultural Resources.

Department of Health Resources. With modification to the primary recommendation for a Department of Environmental Resources, the air and water pollution activities would continue as responsibilities of the current Department of Health. The Department of Mental Health will continue as a separate agency.

Department of Mental Health. As an alternative, the Department of Mental Health will continue to operate as a separate agency elevated to secretary status and reporting directly to the Governor. This will provide additional emphasis to the needs of mental health care and services for the mentally retarded and developmentally disabled, alcoholics and drug abusers.

Department of Military Affairs. The alternative approach to the Department of Protection and Law Enforcement would keep the military activities in a separate agency. This is appropriate since emphasis on the National Guard in Alabama makes it a national leader. All other aspects of the recommendation for a Department of Protection and Law Enforcement will be retained.

Department of Labor. The primary recommendations for a Department of Regulation are modified by keeping separate two important elements for emphasis. The Department of Labor is the first since it has considerably different responsibilities from other commercial regulation and occupational licensing activities.

Department of Alcoholic Beverage Control. This enterprise operation has elements of regulation, but it is significantly different from all other regulation activities. Because of this, it may be desirable to keep it separate and uncompromised. In this alternative to the primary De-

partment of Regulation recommendation, the enforcement, regulation, marketing and operational aspects of alcoholic beverage control will be independent, subject to supervision of the Governor.

Department of State Docks. As an alternative to the primary recommendation for a Department of Transportation, the enterprise activity of state docks will remain an independent agency reporting only to the Governor. This will provide greater emphasis for this unique activity and permit management control similar to the Department of Alcoholic Beverage Control.

The material presented in the next three sections provides an in-depth discussion of each of the proposed cabinet departments, the Alabama Commission on Higher Education and the three constitutional offices affected in this first phase. In addition, expanded discussions of the organizational alternatives are presented.

Following the specific discussions on reorganization plans and alternatives, a section on implementation provides guidance on accomplishing the proposed changes.

Legislative initiative is required to achieve the initial momentum in the first phase. The most critical aspects of implementation occur during the two-year transition period, considered the second phase. Here, secretaries will be required to draft specific plans to reorganize their departments in order to achieve economies in operation and improve service effectiveness. The third phase will concentrate on examinations of constitutional considerations relative to elected offices and their respective operations. This final phase will begin at the end of the transition period and should be concluded within two years.

SECTION II
REORGANIZATION PLANS
EXECUTIVE AGENCIES

REORGANIZATION PLANS EXECUTIVE AGENCIES

Executive agencies discussed in this section include all Executive Branch entities — except higher education — that have been created by legislative or executive action and report directly or indirectly to the Governor. Therefore, some Executive Branch activities are excluded because they are mandated by the state constitution or are headed by elected officials. These include the Lieutenant Governor, Attorney General, Secretary of State, State Auditor and State Treasurer as well as the State Board of

Education, the Public Service Commission and the Commissioner of Agriculture and Industry.

This report provides suggestions which reflect thoughtful recognition of the state's needs. Proposals in this section concentrate on a revised structure for executive agencies which will strengthen the management prerogatives of the chief executive. Nine cabinet departments are described along with some appropriate alternatives.

DEPARTMENT OF ADMINISTRATION

The Department of Administration will provide support services for all other state agencies, coordinate activities of finance authorities and administer functions dealing with revenue collections. The department will also assume a leadership role in the Governor's cabinet with respect to preparation of the state budget.

Responsibilities

The department will be responsible for all basic administrative services within state government. These will include centralized purchasing, printing, space management, property control, small claims adjustments, vehicle management and maintenance and improvement of capitol grounds. Moreover, the department will provide a centralized data processing facility. It will also administer the state's personnel and civil service activities, insurance programs, retirement pension systems and the comptroller functions. Finally, the legal records of the state's finance authorities will be maintained by the department. While these authorities will continue to carry out their legal responsibilities, they will be housed in the proposed department to ensure administrative assistance.

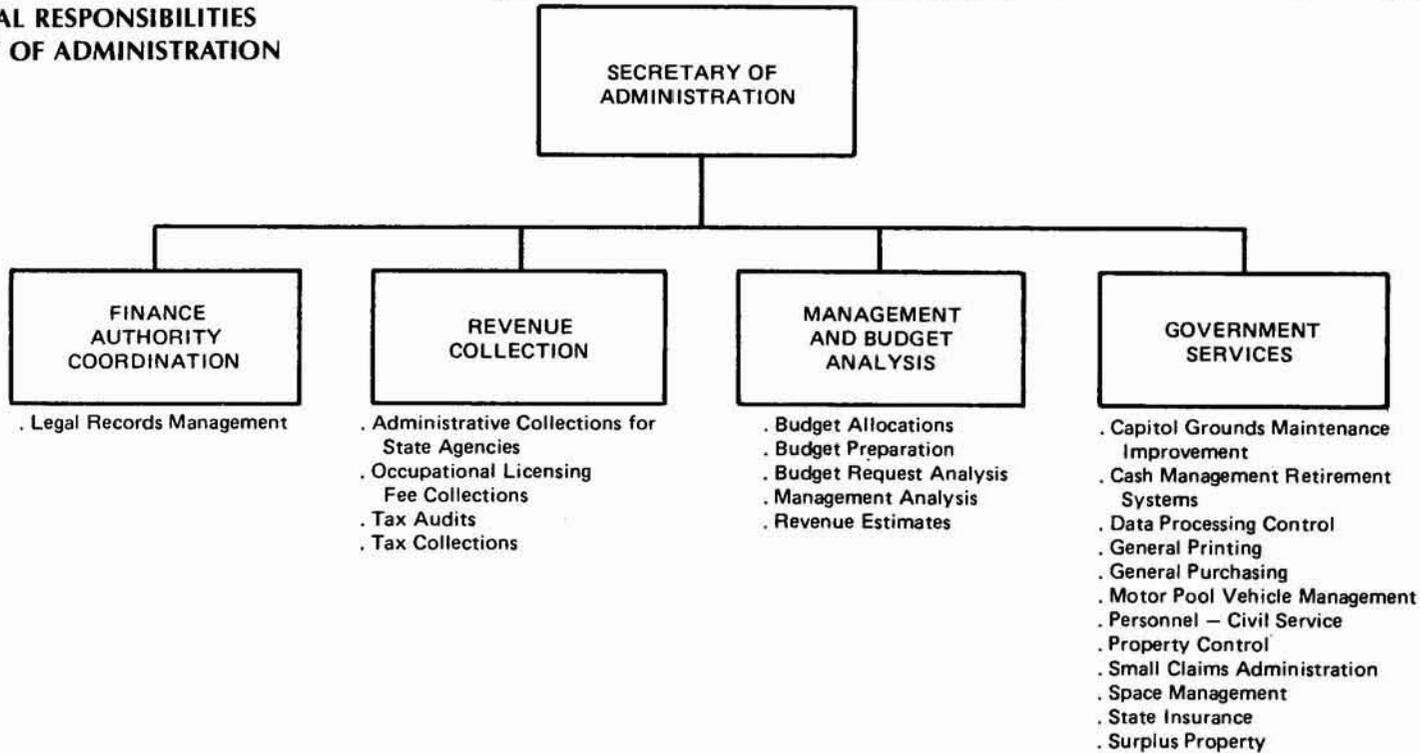
In regard to budget preparation, this department will analyze requests from all other cabinet departments. It will then prepare, on behalf of the Governor, a consolidated program budget for submission to the Legislature. The department will also monitor budget allocations and agency spending throughout the fiscal year in order to provide necessary financial analyses. Moreover, it will conduct performance audits and special management studies as well as help develop revenue projections needed as a basis for budget decisions.

The proposed Department of Administration will combine, in a single entity, all of the basic management functions required by state government. This will enable the Governor to exercise appropriate administrative control over cabinet departments by eliminating fragmentation of support services. An additional benefit will be the cost reductions that should result through centralized purchasing, printing and data processing activities. Cash management functions for the state's retirement system will be better coordinated and investment opportunities should improve as well. Although some states separate administrative activities from budget and personnel functions, their proposed consolidation in Alabama should benefit government operations through comprehensive management control and program coordination.

Revenue functions are included to help the state identify its funding sources more accurately. The financing authorities will be brought under department control in order to centralize all financial records in the state, although many of the authorities have specific program functions that must be retained. Registration and distribution of motor vehicle tags have been included because of their close relationship with revenue collection.

The proposed department follows a growing national trend in reorganizations which consolidates internal administrative functions in a single agency. In virtually all state reorganization plans, general management activities have been combined rather than separated. A review of recent state reorganizations indicated the most frequent exceptions to a single agency have been separate budget policymaking functions, revenue activities and, occasionally, retirement or personnel merit systems.

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF ADMINISTRATION**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

	Department of Revenue (3)	Department of Finance (4)	
Bond Commission (D)	Alabama Highway Authority (D)	State Board of Adjustment (D)	Board to Approve Contracts for Public Printing (D)
Bond Commission for Construction of Mental Health Facilities (D)	Alabama State Highway Corporation (D)	Building Commission (3/B)	Alabama Public School and College Authority (D)
Alabama Bridge Commission (D)	Alabama Highway Finance Corporation (D)	State Capitol Preservation Commission (A)	Board of Appointment of Registrars of Elections (D)
Alabama Building Finance Authority (D)	Alabama State Hospitals and Partlow State School Bond Commission (D)	Board of Compromise (D)	Governor's Committee on State Government Reorganization (B)
Corporation for Borrowing for Schools (D)	Alabama Pollution Control Finance Authority (D)	Alabama Constitutional Commission (D)	Employees' Retirement System of Alabama (3/C)
Alabama Corrections Institution Finance Authority (D)	State Toll Bridge Authority (D)	Department of Finance (4)	Teachers' Retirement System of Alabama (3/C)
Dauphin Island Bridge Authority (D)	Alabama Trade School and Junior College Authority (D)	The Governor's Mansion Advisory Board (B)	Social Security Advisory Board (B)
Alabama Education Authority (D)	Alabama Turnpike Authority (D)	State Employees' Insurance Board (3/C)	State Agency for Social Security (3)
Department of Finance (4)		Board of Commissioners of the Alabama Peace Officers' Annuity and Benefit Fund (3/B)	State Sovereignty Commission (A)
		State Personnel Board (D)	Commission On Uniform State Laws (B)
		State Personnel Department (3)	
		State Personnel Safety Committee (A)	

However, most recent reorganizations have included the retirement and personnel functions within a consolidated agency. Moreover, 28 states include budget policymaking within a Department of Administration. The placement of the revenue function is almost evenly divided between inclusion and exclusion.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of functional responsibilities for the Department of Administration. In addition, the existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the Secretary of Administration should develop an internal organization structure to effectively implement these four basic functions:

Revenue Collection. This area will encompass the administration and collection of all taxes as well as required tax audit functions. Registration and distribution of motor vehicle tags will also be handled here. Activities will be drawn from the existing Department of Revenue.

Finance Authority Coordination. Financial records for state authorities with bond issuance or financing capabilities will be monitored and will encompass the activities of 17 existing organizational units.

Government Services. Centralized management support services will be assigned to this functional area. Activities will be transferred from approximately 21 agencies including the Building Commission, Department of Finance, State Employees' Insurance Board, State Personnel Department, Employees' Retirement System of Alabama, Teachers' Retirement System of Alabama and State Agency for Social Security.

Management and Budget Analysis. Budget preparation and review as well as management analyses will be performed in this area. These duties are currently assigned to the Department of Finance.

Agency Assignments

Activities of 39 departments and other entities will be transferred to the Department of Administration. A list of existing agency sources and the transfer type for each is presented below the functional chart. Transitional transfers predominate because the majority of assigned activities will require additional analysis before the department's internal structure can be finalized. The financing authorities will be transferred to the department with their basic program responsibilities permanently intact. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of \$129-million and an employment level of approximately 1,308. The retirement systems account for \$109-million.

Organizational Alternative

As an alternative to the proposed Department of Administration, the Department of Revenue could be retained in its present form as a separate cabinet agency responsible for all revenue collection functions. This approach can be justified on the basis that the Department of Revenue's extensive public contact responsibilities differentiate its functions from other internal administrative activities proposed for the consolidated department. The existing department employs over 850 personnel.

If this approach is adopted, the Department of Administration will retain all functions other than revenue collection. Based on the fiscal 1976 budget, it will represent an aggregate annual appropriation of \$116-million and an employment level of approximately 450.

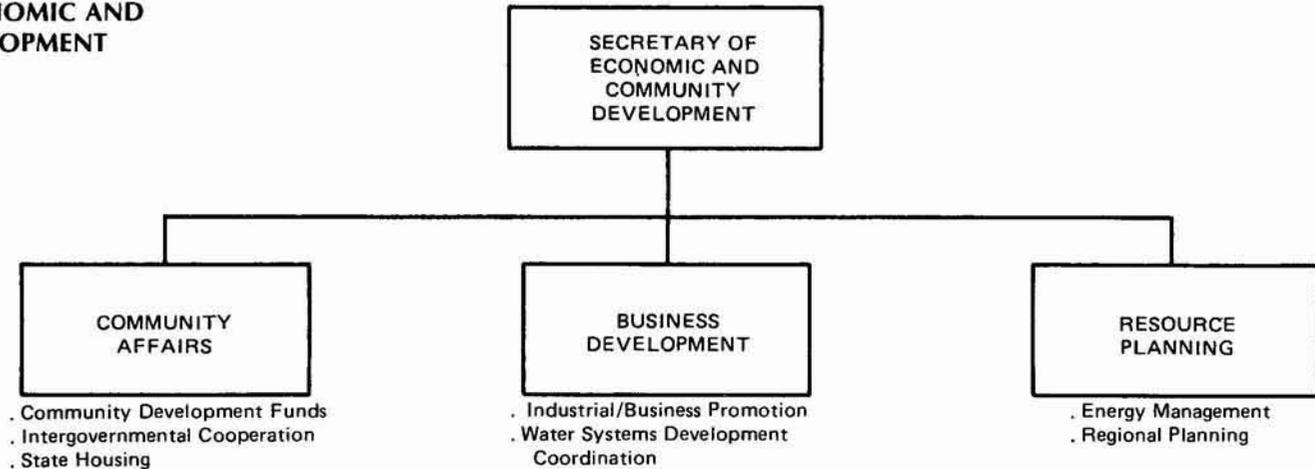
DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

The Department of Economic and Community Development will promote the growth of the state's economic and community resources and will serve as the state's major planning agency. It will engage in comprehensive economic and resource utilization planning for the State of Alabama as well as industrial and business promotion activities. Additional responsibilities will encompass all waterway systems development throughout the state and assistance for local communities, including federal aid.

Responsibilities

As a cabinet department, Economic and Community Development will have the primary responsibility for attracting new businesses to the state and encouraging existing enterprises to expand operations. It will assist in the development of suitable industrial sites in various ways, including the promotion of industrial revenue bonds. The department will also administer multistate economic de-

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF ECONOMIC AND
COMMUNITY DEVELOPMENT**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Alabama Development Office (4) Advisory Committee on Factory-Built Housing (A) Alabama Housing Commission (A) Alabama Commission on Inter- governmental Cooperation (3/B)		Appalachian Regional Commission (C) Alabama Development Office (4) Alabama Energy Advisory Council (A) Alabama Energy Management Board (1)
Ameraport Deep-Draft Harbor and Terminal Commission (C) Bear Creek Development Authority (3) Cahaba River Commission (3) Coosa Valley Development Authority (3) Alabama Development Office (4) Elk River Development Agency (3) State Industrial Development Authority (D) State Industrial Development Board (B) Committee on Industrial Development (B) Industrial Securities Advisory Council (B)	Mobile County Seafoods Advisory Commission (B) Motion Picture and Television Advisory Committee (B) Alabama River Development Authority (3) Committee to Seek the Establishment of Solar Energy Research Institute in the Huntsville Area (B) Southern Growth Policies Board (C) Southern Interstate Nuclear Board (C) Tennessee-Mulberry Waterway Commission (3) Tennessee-Tombigbee Waterway Development Authority (3)	

velopment activities such as interstate compacts. Assistance will be offered to local communities, particularly those in depressed areas, in the development of economic resources. Financing will be supplied through funds provided by the Community Development Act and other federal or state grants. An additional department responsibility will be to coordinate programs aimed at providing adequate housing in the areas of high employment. These are currently administered by the Alabama Development Office.

All development and coordination activities related to waterway systems, prior to attaining operational status, will be assigned to the Department of Economic and Community Development. Once a system becomes operational, however, it will be reassigned to the Department of Transportation. Long-range economic planning and administration of the Alabama Development Office's existing energy program will be additional department functions.

Utilizing the base already provided by the Alabama Development Office, the proposed department will be able to coordinate business and economic promotion in the state. Moreover, the recommended alignment of functions will permit concentration on development activities since operational responsibilities will be housed elsewhere once new systems are established. The close relationship between transportation activities and economic development needs is recognized. This will require close coordination with the comprehensive transportation planning function in the Department of Transportation.

The proposed department is reflective of both a national reorganization trend toward separating business regulation from development activities and Alabama's traditional policy on these functions. While some states have included agricultural development functions within an agency of the type proposed, the most recent decisions have excluded them. The linkage of business development and community development funds provided by the U.S. Department of Housing and Urban Development is frequently found and the Alabama Development Office represents an excellent national forerunner of this trend.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of functional responsibilities for the Department of Economic and Community Development. In addition, the existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the Secretary of Economic and Community Development should develop an internal organization structure to effectively implement these three basic functions:

- Business Development. This will include industrial and business promotion activities as well as development of navigable waterway systems.
- Community Affairs. The administration of community development funds, the state housing program and local government assistance will be assigned in this area.
- Resource Planning. Activities will encompass energy management programs and long-range economic planning on a regional basis.

Agency Assignments

Activities of 24 agencies will be transferred to the Department of Economic and Community Development. A list of existing agency sources and the transfer type for each is presented below the functional chart. All activities of the Alabama Development Office will be included in the new department.

Seven waterway development agencies are also assigned to the department. The majority of the remaining agencies are advisory or special-purpose committees that already serve the Alabama Development Office. Several are the result of interstate compacts and will be retained with permanent autonomy.

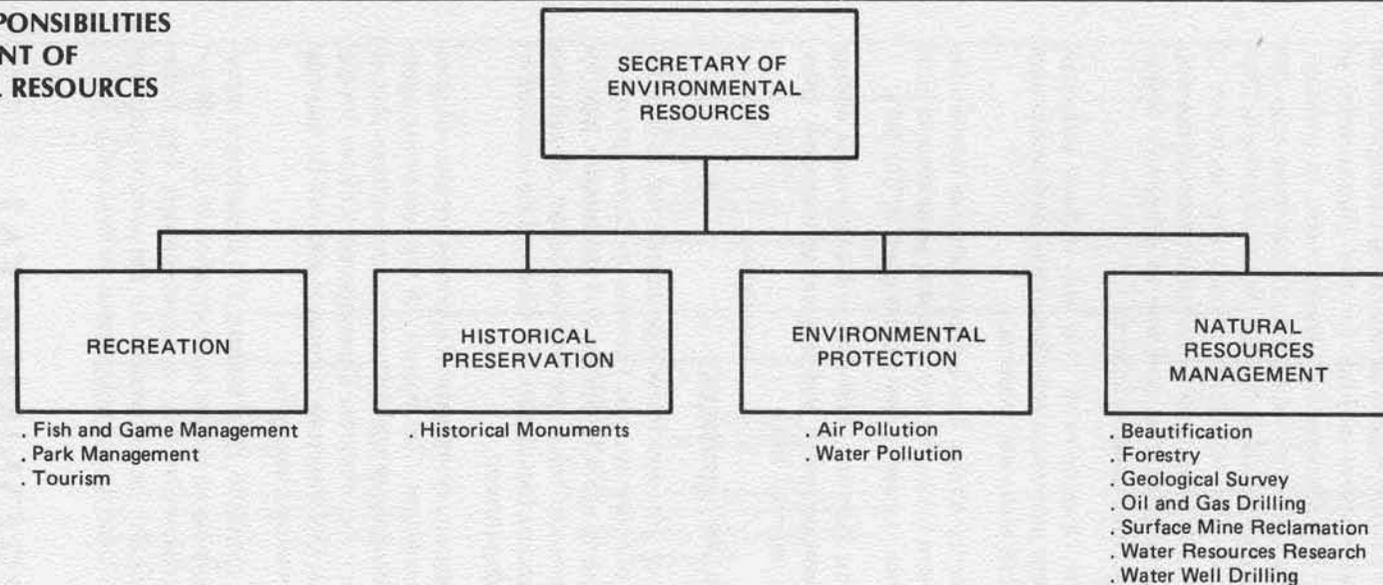
Based on the fiscal 1976 budget, this department represents an aggregate annual appropriation of \$3.8-million and an employment level of approximately 140. However, it will also be responsible for the administration of substantial amounts of unbudgeted federal aid.

DEPARTMENT OF ENVIRONMENTAL RESOURCES

The Department of Environmental Resources will administer activities related to recreation, historical monuments and pollution control as well as management of natural re-

sources. It will develop comprehensive programs to help preserve the natural environment of the state and meet the various recreational needs of its citizens.

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF
ENVIRONMENTAL RESOURCES**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Advisory Board of the Department of Conservation and Natural Resources (B)	Alabama Aviation Exhibit Commission (B)	Air Pollution Control Commission (B)	Beautification Board of the State of Alabama (A)
Department of Conservation and Natural Resources (3)	USS Alabama Battleship Commission (3/B)	Task Force on Environmental Study (B)	Fishing Reef Ship Commission (B)
Governor's Natural Resources Commission (B)	Historic Chattahoochee Commission (1/B)	Department of Public Health -- Air pollution and water pollution functions (2)	State Forestry Commission (3/B)
Advisory Board to the Bureau of Publicity and Information (A)	State Fort and Historic Trail Council (B)	Water Improvement Commission (D)	Geological Survey of Alabama (3)
Bureau of Publicity and Information (3)	Fort Morgan Historical Commission (1/B)	West Alabama Environmental Improvement Authority (B)	Gulf States Marine Fisheries Commission (C)
	Gorgas Memorial Board (1/B)		State Oil and Gas Board (D)
	Alabama Historical Commission (3/C)		Alabama Surface Mining Reclamation Commission (D)
	Richmond Pearson Hobson Memorial Board (1/B)		Water Resources Research Institute (3)
	LaGrange Historical Commission (B)		Alabama Water Well Standards Board (3/D)
	Live in a Landmark Council (B)		
	Motor Sports Hall of Fame Commission (B)		
	Alabama Space Science Exhibit Commission (B)		
	Sports Hall of Fame Board (B)		
	Tannehill Furnace and Foundry Commission (1/B)		
	Hank Williams Memorial Commission (1/B)		

Responsibilities

Among its responsibilities, the department will manage all lands not assigned to other agencies, including the park system and its recreational programs and state forests. This will also encompass land acquisition and various enforcement activities. The department will promote tourism and attempt to develop new attractions. In addition, it will be responsible for the preservation, operation and maintenance of historical monuments.

In regard to pollution control, the department will investigate violations of air pollution regulations, referring cases to the appropriate authorities. It will also coordinate the state program for air pollution prevention, setting air quality standards and authorizing air pollution alerts. Research into water resources and pollution abatement measures will be conducted by the department. It will also enforce governing statutes. In addition, the department will be responsible for the issuance of all necessary permits or cease-and-desist orders.

Additional duties will encompass beautification projects, development and preservation of fishing and game resources, conduct of geological surveys, regulation of oil and gas drilling in addition to surface mine operations, land reclamation and supervision of water drilling projects.

The proposed department responsibilities will require a careful distinction between rule-making and quasi-judicial functions as well as the administration of these activities. Regulatory boards and commissions placed in this department will continue to exercise their powers while full-time staff members will remain within their respective organization units with supervision and coordination provided by the department's secretary.

By combining management of all natural resources in a single agency, the state will be able to formulate a comprehensive plan for the development, expansion and preservation of these resources. This approach will also provide an improved balance between development and enforcement functions. Pollution control activities have been placed with health agencies in some states. Nevertheless, their assignment to the Department of Environmental Resources in Alabama will ensure appropriate recognition of their impact on the overall environment.

Although the function of maintaining historical monuments includes both educational and recreational aspects, it is assigned here because operational activities can be carried out more effectively. However, care must be taken to preserve the special identity of this activity and to utilize the expertise of historical scholars in preserving the integrity of state monuments.

Agricultural activities are not considered appropriate for inclusion in the scope of this department's functions at present since they are currently assigned to a constitutional office. However, these functions should be evaluated during the second phase of reorganization for possible placement within this agency.

Reorganizations of environmental resource agencies have occurred in more than 30 states over the last 10 years. In 15 states, a single cabinet-level agency, such as the proposed Department of Environmental Resources, has combined natural resource management, pollution control, conservation, recreation and cultural functions. Pollution control activities have been the most frequent omission from a comprehensive agency. In 16 states, pollution control has been assigned to a traditional state health department while in 12 instances, a state organization was created modeled after the federal agency. Some states have separated recreational and cultural responsibilities from natural resource management and regulation functions. Generally, this has been done to emphasize some aspect of natural resource regulation such as forestry or surface mining. Occasionally, cultural and historical agencies have been separated entirely from recreation or resource management activities.

Organization Structure

Instead of prescribing specific organizational entities, the chart on the facing page illustrates a logical alignment of functional responsibilities for the Department of Environmental Resources. In addition, the existing agencies that now carry out these activities are also identified within this functional alignment.

During the two-year transition period, the Secretary of Environmental Resources should develop an internal organization structure to effectively implement these four basic functions:

- Recreation. This will include the management of the state park system, promotion of tourism and development of new attractions. Activities will be drawn from the Department of Conservation and Natural Resources, Bureau of Publicity and Information and Governor's Natural Resources Commission.
- Historical Preservation. Operation and maintenance of historical monuments will be assigned here. This includes functions relating to the preservation of their authenticity. The area will encompass 15 existing entities.
- Environmental Protection. All pollution control activities will be centralized in this area. Functions will be reassigned from the Department of Public Health, Air Pollution Control Commission, Task Force on Environ-

mental Study, Water Improvement Commission and West Alabama Environmental Improvement Authority.

□ Natural Resources Management. Beautification, development and reclamation activities will be controlled in this area. Programs will be drawn from the Department of Conservation and Natural Resources, Fishing Reef Ship Commission, State Forestry Commission, Gulf States Marine Fisheries Commission, State Oil and Gas Board, Alabama Surface Mining Reclamation Commission, Water Resources Research Institute, Alabama Water Well Standards Board, Beautification Board of the State of Alabama and Geological Survey of Alabama.

Agency Assignments

Activities of 34 departments and other entities will be transferred to the Department of Environmental Resources. A list of existing agency sources and the transfer type for each is presented below the functional chart. Transitional transfers will predominate to permit additional study before the internal structure of the department is finalized. Existing historical commissions and boards will be maintained for advisory purposes. Those entities with regulatory powers in regard to pollution control such as oil, gas and water drilling and surface mining will retain their authority in this regard. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of \$31-million and an employment level of approximately 1,372.

Organizational Alternatives

The functions of the proposed Department of Environmental Resources could be divided between two cabinet-level departments. Here, pollution control functions will be shifted to a third agency, the Department of Health Resources. Under this alternative, natural resource management functions will be placed in a Department of Natural Resources, while recreation, tourism and historical preservation responsibilities will be in a Department of Conservation and Cultural Resources. This approach will separate forestry management, the geological survey and other similar functions from general conservation and recreation activities, thus increasing the priority placed upon these functions within the Governor's cabinet. Such an approach is particularly de-

sirable if inadequate emphasis has been placed upon natural resource functions in the past. While air and water pollution control could be assigned to a Department of Natural Resources, these functions will be more compatible with a Department of Health Resources.

Based on the fiscal 1976 budget, a Department of Natural Resources will represent an aggregate annual appropriation of \$7.8-million and an employment level of approximately 560. Nine existing agencies will be reassigned to the department including the Beautification Board of the State of Alabama, Fishing Reef Ship Commission, State Forestry Commission, Geological Survey of Alabama, Gulf States Marine Fisheries Commission, State Oil and Gas Board, Alabama Surface Mining Reclamation Commission, Water Resources Research Institute and the Alabama Water Well Standards Board. If this alternative is selected, the agencies should be assigned to the proposed department by the originally assigned type transfer.

A Department of Conservation and Cultural Resources will represent an aggregate annual appropriation of \$22-million and an employment level of approximately 800 based on the fiscal 1976 budget. Twenty existing agencies will be reassigned to the department including the Alabama Aviation Exhibit Commission, USS Alabama Battleship Commission, Historic Chattahoochee Commission, Advisory Board of the Department of Conservation and Natural Resources, Department of Conservation and Natural Resources, State Fort and Historic Trail Council, Fort Morgan Historical Commission, Gorgas Memorial Board, Alabama Historical Commission, Richmond Pearson Hobson Memorial Board, La Grange Historical Commission, Live in a Landmark Council, Motor Sports Hall of Fame Commission, Governor's Natural Resources Commission, Advisory Board to the Bureau of Publicity and Information, Bureau of Publicity and Information, Alabama Space Science Exhibit Commission, Sports Hall of Fame Board, Tannehill Furnace and Foundry Commission and the Hank Williams Memorial Commission. If this alternative is selected, the agencies should be assigned to the Department of Conservation and Cultural Resources by the type transfers originally assigned to each agency. Moreover, 12 additional agencies could be assigned to the department if an alternative organizational structure is also sought for the Secretary of State's office as outlined in that report.

DEPARTMENT OF HEALTH RESOURCES

The Department of Health Resources will plan and administer a comprehensive health program for Alabama,

in addition to regulating the state's health care delivery system. It will encompass those functions that directly

affect the physical or mental well-being of the state's citizens. This will focus on activities that involve the delivery of medical services or provide specialized care to the mentally retarded and other developmentally disabled persons. The department will exercise its authority through regulation and inspection, administration of grants or reimbursement programs and provision of direct services, including operation of the state-owned health facilities.

Responsibilities

The department will provide public health services, health planning and programs for the mentally ill, mentally retarded and other developmentally disabled persons and will administer the state's Medicaid program. The department will also be responsible for certain regulatory activities such as licensing of hospitals, nursing homes and other health-related facilities. In addition, it will house the state's vital statistics functions which maintain records on births, deaths, marriages and divorces.

By establishing this cabinet department, the state will be able to develop and administer an integrated health care system within a single agency. The department's mission will focus on physical and mental health services. This approach assumes that these services should be administered separately from other types of public programs such as welfare. Therefore, the concept of a comprehensive human resources agency is rejected as being too unwieldy. Nevertheless, the proposed department will be one of the largest entities in state government.

The department will administer public health programs in two ways: either directly or through a county health system supervised by the state. Responsibilities will include the control of rabies and contagious diseases, public health nursing, health education, sanitation and water supply inspection as well as laboratory services required for disease control, milk testing and food poisoning tests. Additional health services will encompass radiation control; provision of tumor, prenatal and postnatal clinics; tuberculosis testing and treatment; control of venereal disease and preventable illness; and immunization programs.

The department will be responsible for implementing a comprehensive system of direct services including state-operated mental health hospitals, facilities for the mentally retarded and other developmentally disabled persons and community-based programs, funded in part by the state. Through this system, the department will provide diagnosis, treatment, rehabilitation and training, follow-up and research capabilities. It will also assume responsibility for rehabilitation programs for alcohol and

drug abusers. All private facilities providing mental health care and services will be inspected and regulated by the department.

Federally funded health programs will also be administered by the department. Thus, the Medicaid function will be retained in the department to continue the pattern of assigning the program to an agency with responsibilities for health care rather than social services. This is considered appropriate, as Medicaid affects the operation and regulation of various health services and could be the forerunner of a national health program. Moreover, Medicaid administration requires special attention to prevent possible abuses by health service providers. The department will closely coordinate its Medicaid responsibilities with the proposed Department of Social Services for eligibility certification and the issuance of appropriate identification cards.

The growth of community-level mental health and mental retardation services requires increasing coordination with general health programs. For this reason, it is desirable to assign responsibility for both areas to a single agency.

At least 16 states currently place air and water pollution functions in the public health agency. However, the emphasis on environmental protection that has developed over the last several years has led a majority of states to develop alternative locations for these programs such as a Department of Environmental Resources as recommended for Alabama.

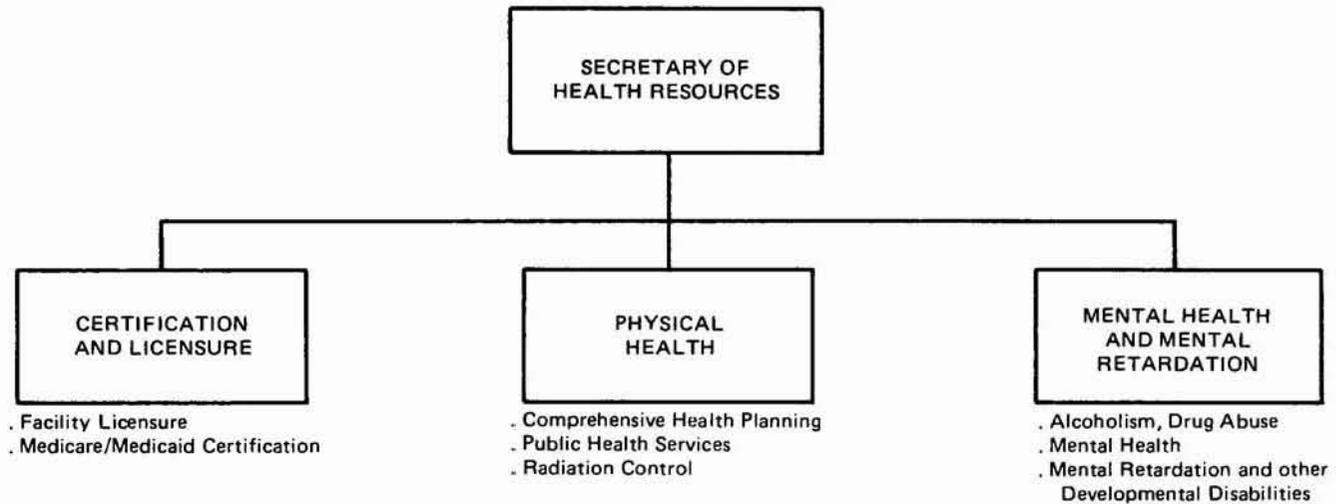
Organization Structure

Instead of prescribing specific organizational units, the chart on the following page illustrates a logical alignment of functional responsibilities for the Department of Health Resources. In addition, the existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the Secretary of Health Resources should develop an internal organization structure to effectively implement these three basic functions:

Certification and Licensure. This functional area will administer the state's Medicaid program as well as license and certify hospitals, nursing homes and other health facilities for Medicare/Medicaid. The bulk of its programs and staff will be drawn from Medical Services Administration and Bureau of Licensure and Certification in the Department of Public Health.

Physical Health. Responsibilities will encompass all public health services, both direct and county-provided, as well as radiation control and comprehensive health

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF HEALTH RESOURCES**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Council on Administration and Organization Health Costs (B) Department of Public Health (2)* State Board of Health (B) State Committee of Public Health (B) Advisory Council for Hospital Construction (B)	Council on Animal and Environmental Health (B) Camp Sanitation and Safety Advisory Committee (A) Council on Dental Health (B) Statewide Health Coordinating Council (B) Department of Public Health (2)* State Health Planning Advisory Council (B) State Board of Health (B) State Committee of Public Health (B) Advisory Committee for Indigent Medical Care (B) Council on the Prevention of Disease and Medical Care (B) Radiation Advisory Board of Health (A) Radiation Control Agency (B)	Advisory Council on Alcoholism and Drug Abuse (C) Alabama Planning and Advisory Council for Developmental Disabilities Service and Facilities (C) Alabama Mental Health Board (B) Department of Mental Health (4)

*Excludes air and water pollution functions

planning activities. Virtually all of these services are now housed in the existing Department of Public Health.

□ Mental Health and Mental Retardation. This area will be responsible for all services relating to care, treatment, rehabilitation, and research now provided by the Department of Mental Health and its related advisory groups.

Agency Assignments

Activities of 18 departments and other entities will be transferred to the Department of Health Resources. A list of existing agency sources and the transfer type for each is presented below the functional chart. For the most part, the department will be composed of operations now in the Departments of Public Health and Mental Health. Only the pollution control functions in the Department of Public Health — air, water and solid waste disposal — will not be assigned to Health Resources. Most of the remaining 16 agencies serve as advisory groups for one of the two existing departments. Many have neither budget nor full-time personnel, and will be transferred subject to further analysis and possible consolidation by the Secretary of Health Resources. Two, however, appear to be mandated by federal statute and will be permanently retained as advisory boards.

Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of more than \$300-million and an employment level of approximately 6,400. While the majority of the program

budget will be expended for Medicaid services, most of the personnel will be assigned to mental health and mental retardation activities.

Organizational Alternative

As an alternative to the proposed Department of Health Resources, all functions currently administered by the Department of Mental Health and related agencies could be consolidated into a separate cabinet-level department for mental health. Such a department will be one of the largest state agencies employing over 5,800 with an annual appropriation of over \$55-million based on the 1976 fiscal budget. In addition to staff size and budget considerations, the functions of such a department are sufficiently distinct and different from the rest of the proposed Department of Health Resources to warrant separate cabinet-level department status if a special priority is placed on these functions. Under such an approach, four agencies will be consolidated into a cabinet-level Department of Mental Health. All remaining agencies will be assigned to the proposed Department of Health Resources. The proposed Department of Mental Health will be composed of the Advisory Council on Alcoholism and Drug Abuse, Alabama Planning and Advisory Council for Developmental Disabilities Service and Facilities, Alabama Mental Health Board and Department of Mental Health. All type transfers proposed for these agencies under the Department of Health Resources discussion should be retained in the creation of the Department of Mental Health if this alternative is adopted.

DEPARTMENT OF OFFENDER REHABILITATION

The Department of Offender Rehabilitation will provide protective custody for all criminal offenders in the state and will administer parole and probation reviews as well as programs aimed at resocialization. Juvenile services and adult correction programs will be retained in their present form.

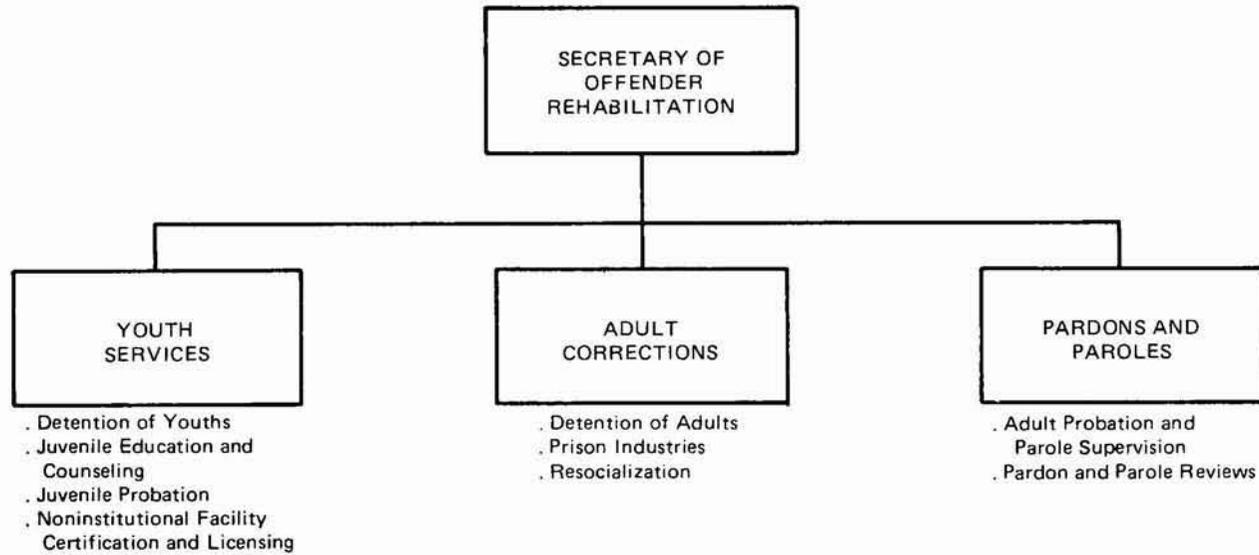
Responsibilities

The proposed department will administer all state facilities and noninstitutional services directed toward detention and rehabilitation of juvenile and adult offenders. It will also be responsible for juvenile and adult probation and parole programs. This approach conforms to the 1974 master plan for correctional activities, which was

prepared for the Alabama Law Enforcement Planning Agency and prescribed a single state agency for all correctional functions. It also reflects the national trend toward separating the administration of juvenile and adult correction programs within a single agency.

In operating the state's juvenile and adult facilities, this cabinet department will be responsible for associated prison industry activities, job-training programs and adult resocialization services. It will also administer a jail inspection program for communities of more than 10,000 persons. Youth services activities will include education and behavioral counseling, to be offered in both state detention facilities and noninstitutional living arrangements. In regard to juvenile probation services, the de-

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF OFFENDER REHABILITATION**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Committee to Survey Living Conditions in State Institutions (A) Juvenile Correctional Study Committee (A) Alabama Youth Committee (A) Alabama Youth Services Board (C) Department of Youth Services (4)	Board of Corrections of Alabama (4/C) Committee to Survey Living Conditions in State Institutions (A)	Board of Pardons and Paroles (4/D)

partment will set performance standards for probation officers, provide training and subsidize local agencies for 50% of the cost of employment. Adult probation and parole services will be supplied by the department.

In this manner, the department will be able to provide a coordinated, cost-effective approach to the delivery of both juvenile and adult offender services. For example, adult correctional programs will be able to benefit from the expertise now found in juvenile services, while research into improved rehabilitation activities will be applicable to both categories of offenders. Coordination of support service functions will result in more efficient administrative control without sacrifice of program integrity. Implementation of the proposed functional alignment will provide an integrated system of state and local services, as mandated by the 1974 master plan.

Some states have included juvenile and adult correctional activities in an agency that also governs the state police function. However, the desired emphasis on rehabilitative services requires that correctional functions be separated from law enforcement activities. While it is true that law enforcement and offender rehabilitation are both aspects of the criminal justice system, they do, nevertheless, have distinct and diverse program goals. Moreover, as the section on the proposed Department of Protection and Law Enforcement outlines, state police activities can be grouped more effectively with other functions. Although there may be some reluctance to combine juvenile and adult correctional programs in a single agency, the anticipated problems can be overcome by the guaranteed autonomy proposed for these services within the department.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of functional responsibilities for the Department of Offender Rehabilitation.

In addition, the existing agencies that now carry out these activities are also identified within this functional align-

ment. During the two-year transition period, the Secretary of Offender Rehabilitation should develop an internal organization structure to effectively implement these three basic functions:

□ Youth Services. This functional area will include all juvenile detention and rehabilitation programs as well as probationary reviews. The proposed division will encompass all existing programs in the Department of Youth Services.

□ Adult Corrections. All adult offender programs and associated services now housed in the Board of Corrections of Alabama will be assigned to this area.

□ Pardons and Paroles. Responsibilities in this division will include the determination of eligibility for pardons and paroles, as well as the supervision of released offenders. These activities are currently assigned to the Board of Pardons and Paroles.

Agency Assignments

Activities of seven departments and other entities will be transferred to the Department of Offender Rehabilitation. A list of existing agency sources and the transfer type for each is presented below the functional chart. Three existing entities, each with guaranteed autonomy, will comprise the bulk of the new agency. However, the secretary will have authority to consolidate various support functions to increase efficiency and reduce overall expenditures. The governing boards of the three agencies will also be retained on a permanent basis. The boards associated with youth services and corrections will function as advisory bodies. However, the Board of Pardons and Paroles will continue to carry out all nonadministrative duties associated with its assigned mission. The new department will completely absorb the functions of the Committee to Survey Living Conditions in State Institutions and the Alabama Youth Committee.

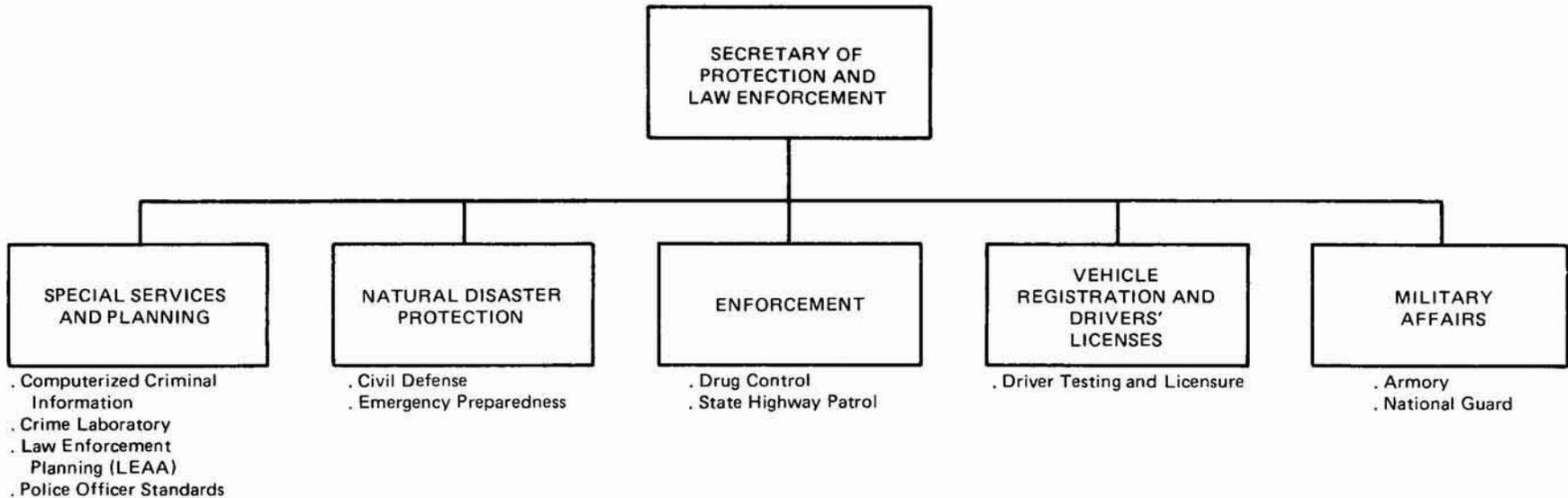
Based on the fiscal 1976 budget, the department represents an aggregate annual appropriation of \$22.6-million and an employment level of 1,471.

DEPARTMENT OF PROTECTION AND LAW ENFORCEMENT

The Department of Protection and Law Enforcement will be responsible for administering, coordinating and enforcing the state's civil and criminal statutes. It will provide technical support services required by the criminal

justice system and will be responsible for associated planning activities. The proposed department will also carry out assigned functional duties related to public safety and disaster relief as well as civil defense.

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF PROTECTION
AND LAW ENFORCEMENT**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Alabama Criminal Justice Information Center Commission (3/B)	Civil Defense Advisory Council (A)	Department of Public Safety (3)	Department of Public Safety (3)	Armory Commission of Alabama (3/A)
Alabama Law Enforcement Planning Agency (3)	Department of Civil Defense (1)			Military Advisory Board (B)
State Supervisory Board of the Alabama Law Enforcement Planning Agency (B)	State Office of Emergency Planning (1)			State Military Department (4)
Alabama Organized Crime Control Council (A)				
Alabama Peace Officers' Standards and Training Commission (3/C)				
Governor's Advisory Committee on Pornography (B)				
Department of Public Safety (3)				
Department of Toxicology and Criminal Investigation (3)				

Responsibilities

The primary responsibilities of the department will include state highway patrol functions, drug law enforcement and other police activities required by the citizens of Alabama. Support services, such as federally funded law enforcement planning, computerized criminal information, local police recruitment, training standards and crime laboratory work will also be administered by the department. Additional duties will encompass the drivers' testing and licensing program.

Natural disaster relief and emergency preparedness functions will rest with this department. In addition to civil defense planning, activities will include coordination with local civil defense units and distribution of funds to repair damages caused by natural disasters. The national guard and armory will be assigned to the department.

The proposed department structure will consolidate currently fragmented activities related to law enforcement and emergency preparedness. During the transition period, any law enforcement functions not assigned to the department should be reviewed for possible transfer. Examples are the function of truck weighing, currently performed by the Highway Department, the park ranger activities administered by the Department of Conservation and Natural Resources and the enforcement duties of the Alcoholic Beverage Control Board. Moreover, the motor carrier enforcement function now assigned to the Public Service Commission should be reviewed for possible inclusion during the third phase of reorganization.

Military and civil defense activities are assigned to the department to ensure appropriate coordination with the state police during emergencies. Of these two activities, the assignment of civil defense to the department is considered crucial to avoid communicative problems in times of crisis. On the other hand, many states have excluded military activities from a consolidated department. In fact, this has been the general national trend. Drivers' licensing functions are basically law enforcement activities and belong in this department.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of functional responsibilities for the Department of Protection and Law Enforcement. The existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the Secretary of Protection and Law Enforcement should develop an internal organization structure to effectively implement these five functions:

Special Services and Planning. Functions related to law enforcement planning, computerized information systems, crime laboratories and police standards will be included in this area. These activities are currently performed by the Alabama Law Enforcement Planning Agency, Alabama Criminal Justice Information Center, Department of Toxicology and Criminal Investigation, Alabama Peace Officers' Standards and Training Commission and Alabama Organized Crime Control Council.

Natural Disaster Protection. Civil defense and emergency procedures will be provided under this function, which is currently administered by the Department of Civil Defense and related agencies.

Enforcement. Responsibilities in this area will include state police activities as well as drug law enforcement. The Department of Public Safety is currently responsible for these programs.

Drivers' Licenses. This function will encompass all testing and licensing of drivers in the state. Programs will be drawn from the Department of Public Safety.

Military Affairs. The state's national guard and armory, currently supervised by the State Military Department and Armory Commission of Alabama, will be included in this functional area.

Agency Assignments

Activities of 14 departments and other entities will be transferred to the Department of Protection and Law Enforcement. A list of existing agency sources and the transfer type for each is presented below the functional chart. The largest department to be reassigned is Public Safety.

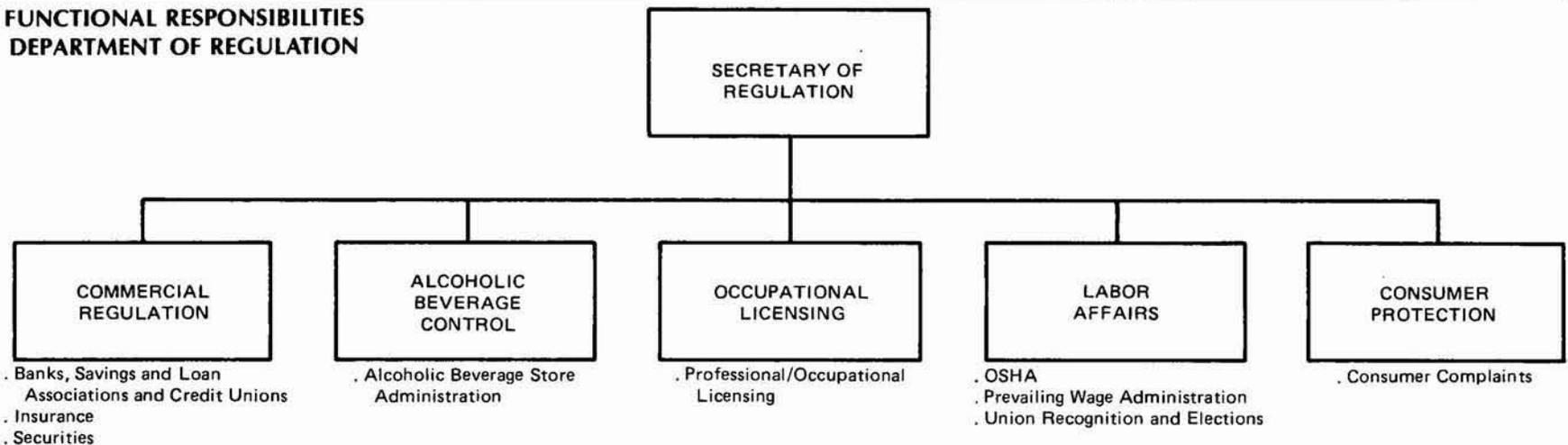
All other units will be reassigned in toto, while governing boards are transferred subject to further consolidation.

Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of more than \$30-million and an estimated employment level of 1,630.

Organizational Alternative

As an alternative to the proposed Department of Protection and Law Enforcement, all National Guard and armory functions could be assigned to a separate Department of Military Affairs. Such an approach is justified on the basis that the Governor's role as commander-in-chief of the state military forces requires this direct line contact. Since these functions are only activated in time of crisis, the creation of a separate agency does not increase the day-to-day reporting responsibilities of the Governor. In fact, most states which have undergone reorganization

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF REGULATION**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Banking Board (D) State Banking Department (3) Credit Union Board (D) Department of Insurance (4) Savings and Loan Board (D) Alabama Securities Commission (3/D)	Alcoholic Beverage Control Board (3/B)		Department of Labor (4) Board of Mediation (D) Prevailing Wage Commission (D)	Consumer Advisory Council (A) Office of Consumer Protection (3)
Alabama State Board of Public Accountancy (3/D) Alabama State Bar (3/D) State Board of Registration of Architects (3/D) State Board of Auctioneers (3/D) Alabama Board of Barber Examiners (3/D) Boxing and Wrestling Commission (3/D) State Board of Chiropractic Examiners (3/D) Alabama Board of Cosmetology (3/D) Board of Dental Examiners of Alabama (3/D)	State Board of Registration for Professional Engineers and Land Surveyors (3/D) Board to Examine Entomologists, Horticulturists, Floriculturists and Tree Surgeons (3/D) State Board of Registration for Foresters (3/D) Alabama Board of Funeral Service (3/D) State Licensing Board for General Contractors (3/D) State Licensing Board for Healing Arts (3/D) Alabama Board of Hearing Aid Dealers (3/D) Alabama Board of Examiners of Landscape Architects (3/D)	State Board of Medical Examiners (3/D) Board of Medical Technicians Examiners (3/D) Board of Mine Examiners (3/D) Advisory Council for Practical Nursing (3/D) Board of Nursing (3/D) Board of Examiners Advisory Council of Nursing Home Administrators (3/D) Board of Examiners of Nursing Home Administrators (3/D) Alabama Board of Optometry (3/D) Alabama State Board of Pharmacy (3/D)	Board of Physical Therapy (3/D) State Board of Podiatry (3/D) Polygraph Examiners Board (3/D) Alabama Board of Examiners in Psychology (3/D) Alabama Real Estate Commission (3/D) Board of Registration for Sanitariums (3/D) Alabama Board of Examiners of Speech Pathology and Audiology (3/D) State Board of Veterinary Medical Examiners (3/D) Board of Certification of Water and Waste Water System Personnel (3/D)	

have adopted a comparable alternative. In addition to the Department of Military Affairs, the Armory Commission

of Alabama and Military Advisory Board would be excluded from the proposed department.

DEPARTMENT OF REGULATION

The Department of Regulation will control commercial, industrial, labor, professional and occupational activities on behalf of Alabama's citizens. State-owned liquor stores will also be operated by the department.

Responsibilities

The department will administer and coordinate inspection and regulation of commercial enterprises and financial institutions. Financial areas will encompass banks, savings and loan associations and credit unions as well as securities transactions. The department will also control many consumer and labor protection activities and will license various professions and occupations. All licensing, inspection and operating guidelines will be issued through the department. Labor practices, mediation, union recognition, enforcement of the Occupational Safety and Health Act (OSHA) and prevailing wage control will also be housed in this agency. Many of the assigned functions will involve close cooperation and formalized liaison with the general public and special interest groups.

All activities related to licensing of professionals will be centralized in this proposed department. Although licensing and regulation functions will be handled separately through the retention of existing boards and commissions, administrative and support services for these boards should be streamlined to avoid duplication. Regulatory or licensing boards and commissions placed in the department will continue to exercise these powers. Full-time staff of the transferred boards and commissions will be retained as separate organizational units operating under the supervision and coordination of the department's secretary.

The department will also assume responsibility for the operation of state liquor stores. Duties involve issuing and revoking manufacturers' permits as well as controlling the distribution and sale of alcoholic beverages. In addition, the department will act as the state's consumer advocate by absorbing the Office of Consumer Protection.

Centralization of the majority of Alabama's economic regulation and consumer protection activities should improve overall service as well as provide opportunities for administrative economies. Although licensing functions will be assigned to the department, the various boards

will be retained to implement associated activities. Special recognition of labor's role in the state's economy is provided through guaranteed autonomy for the re-assigned labor functions. Activities of the Alcoholic Beverage Control Board are included because these functions involve both regulation and consumer protection.

Regulatory and consumer protection activities of the elected Public Service Commission and Department of Agriculture and Industries will not be transferred to this new department during the first phase of the reorganization. However, these functions should be reviewed during the transition period for possible reassignment in the second phase. For the present, regulation of public utilities, weights and measures and agricultural activities will be excluded from the department's responsibilities.

The proposed department model has been used in many other state reorganizations to consolidate business regulatory functions. For example, North Carolina recently created a Department of Commerce which contains 19 areas including liquor control, all utilities, banking, savings and loan credit units and required industrial regulatory activities.

In many other states, all occupational licensing has been included. In all cases, while boards and commissions were retained for specific regulatory, quasi-judicial or rule-making purposes, their administrative functions were centralized in a single department.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of functional responsibilities for the Department of Regulation. In addition, the existing agencies that now carry out these activities are also identified within the functional alignment. During the two-year transition period, the Secretary of Regulation should develop an internal organization structure to effectively implement these five basic functions:

□ Commercial Regulation. This area in the proposed department will encompass functions for regulating financial institutions and securities as well as the insurance industry. Activities will be drawn from the State Banking Department, Credit Union Board, Department of Insurance and the Alabama Securities Commission.

□ Occupational Licensing. All professional and occupational licensing will be assigned here. Activities of 35 licensing entities will be coordinated by the department.

□ Alcoholic Beverage Control. This function will include operation of the state store system as well as regulation of the manufacture and distribution of alcoholic beverages. These duties are now assigned to the Alcoholic Beverage Control Board.

□ Labor Affairs. Labor union protection and regulation as well as occupational safety and prevailing wage enforcement will be administered in this area. Activities will be drawn from the Department of Labor, Board of Mediation and Prevailing Wage Commission.

□ Consumer Protection. Consumer advocacy and complaint handling activities now done by the Office of Consumer Protection will be transferred to this area.

Agency Assignments

Activities of 47 departments and other entities will be transferred to the Department of Regulation. A list of existing agency sources and the transfer type for each is presented below the functional chart. All occupational licensing boards will be transferred and permanently empowered to exercise specialized licensing and quasi-judicial functions. The activities of the Alcoholic Beverage Control Board will also be reassigned to the department. Governing boards that regulate financial institutions, insurance companies and securities transactions will be retained to carry out specific functions. The Office

of Consumer Protection will be transferred intact, but will be subject to future consolidation. The Department of Labor will be reassigned with its integrity guaranteed on a permanent basis.

Based on the fiscal 1976 budget, the proposed department represents an annual aggregate appropriation of \$22.7-million and an employment level of 1,383.

Organizational Alternative

As an alternative to the proposed Department of Regulation, labor affairs and alcoholic beverage control functions could be excluded and handled in two additional agencies. This approach is justified if special emphasis is desired for these somewhat unique activities. The labor affairs responsibilities differ considerably from the basic commercial regulation and occupational licensing functions of the department and, therefore, are not dependent upon interaction with these activities. Likewise, the alcoholic beverage control function is a unique activity which combines regulation with state marketing and sales. Unlike other functions regulated by the department, this enterprise is owned and operated by the state. Because of this, the alternative of separate administration is certainly reasonable. Deletion of these two functions will leave the Department of Regulation with an employment level of 191 and an aggregate annual appropriation of \$3-million based on the 1976 budget. In addition to the aggregate annual appropriation, additional funds, especially in the area of occupational licensing, will be controlled by the department.

DEPARTMENT OF SOCIAL SERVICES

The Department of Social Services will serve the specific social needs of the people of Alabama. It will encompass both direct financial assistance and specialized service programs for eligible participants.

Responsibilities

The department will be responsible for providing and coordinating a full range of human resource services to the financially needy and disadvantaged as well as the general public. Financial assistance will be supplied through programs such as aid to dependent children, old age pensions, aid to the blind and disabled, emergency disaster relief, food stamps and home relief. Social services for the financially needy will include day care, the work incentive program for welfare recipients and Title XX of the Social Security Act. The department will also

administer the Comprehensive Employment Training Act (CETA) program, employment services and unemployment compensation functions in order to provide unemployed persons with training, income maintenance and job placement resources.

Although many department programs focus on clients with low incomes, some services will be offered without financial eligibility requirements. These include adoption and foster care services, vocational rehabilitation, training for the deaf and blind, administration of veterans' benefits and services, programs for the aged, including nutritional and other specialized services, and workmen's compensation.

Using this approach, all social service activities will be combined in a single state department to ensure stream-

lined, coordinated delivery systems. Integrating rehabilitation services for the handicapped and vocationally disadvantaged will permit more effective utilization of Alabama's overall resources. In a similar manner, programs for veterans and the aged should benefit through improved access to federally funded activities that will be housed in the department. Unemployment and workmen's compensation are included because these activities represent social services rather than regulatory functions. In addition, the suggested scope of services will avoid dominance by the public welfare function.

Programs related to the physical and mental well-being of Alabama's citizens will be handled separately by the Department of Health Resources. The intent is to accord medical services appropriate cabinet priority, and to administer specialized treatment programs within an organization that is separated from social services functions. However, eligibility determination for indigent recipients of medical services will remain a responsibility of the Department of Social Services. Offender services, which also require specialized skills as well as close coordination with the criminal justice system, are also excluded. It was felt that aligning these two areas with social service functions would result in an administrative organization that would be too large for effective management, particularly in view of the institutional operations included.

Although the concept of a total human resources agency has gained some favor in government circles, the practicalities of size, budget and program requirements argue against it. By limiting the mission of the proposed department, the state will be able to establish an effective social service agency, responsible for clearly defined and interrelated programs.

Reorganization in the human services area has occurred in 26 states since 1965. Prior to 1973, the trend was toward the creation of consolidated superagencies for human resources. However, recent reorganization plans have discouraged such combinations.

Organization Structure

Instead of prescribing specific organizational units, the chart on the following page illustrates a logical alignment of functional responsibilities for the department. The existing agencies that now carry out these activities are also identified. During the two-year transition period, the Secretary of Social Services should develop an internal organization structure to effectively implement these six basic functions:

Services for the Physically Handicapped. This area will provide vocational rehabilitation services as well as spe-

cial programs for the deaf and blind. Assigned responsibilities will be drawn from the Division of Rehabilitation and Crippled Children in the Department of Education, Alabama Institute for the Deaf and Blind and Governor's Committee on Employment of the Handicapped.

Family Services. Adoption, foster care, Title XX and day care programs will be handled here. Most of these activities are now administered by the Department of Pensions and Security.

Income Support. This area will encompass all public welfare assistance programs, food stamps, workmen's compensation and unemployment compensation. Assigned programs are now under the control of the Department of Pensions and Security and Department of Industrial Relations.

Veterans' Affairs. All activities currently assigned to the Department of Veterans' Affairs will be included in this grouping. Functions encompass administration of state benefits and assistance in the preparation of claims to federal agencies.

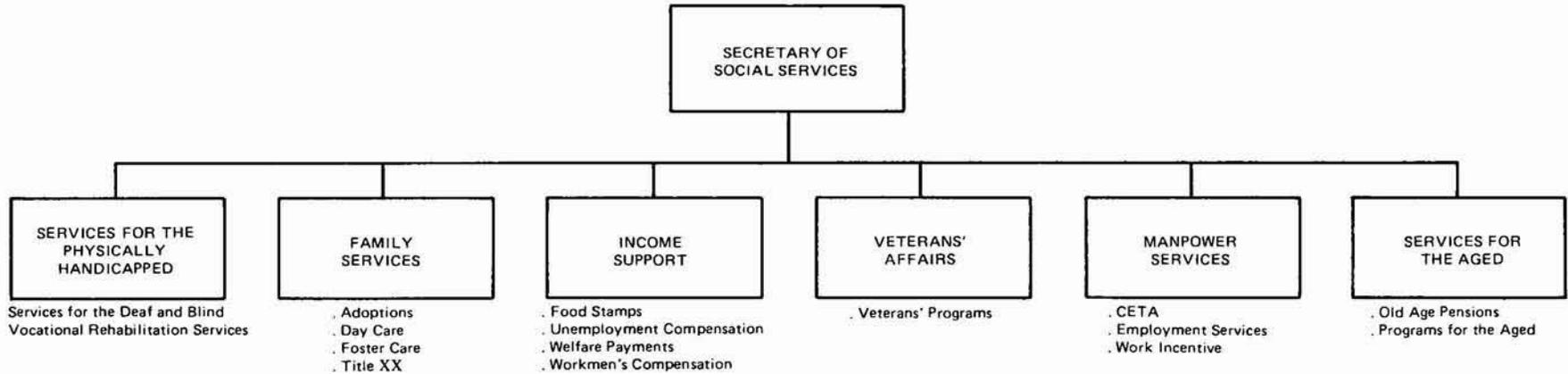
Manpower Services. All employment placement services as well as the CETA and work incentive programs will be assigned to this area. They are currently housed in the Department of Industrial Relations.

Services for the Aged. Programs now administered by the Commission on Aging will be transferred to this functional area. Services encompass employment, health, nutrition, recreation and social adjustment. The commission is also currently the sole agency for administering the state plan reflecting mandated provisions of the Older Americans Act.

Agency Assignments

Activities of 19 departments and other entities will be transferred to the Department of Social Services. A list of existing agency sources and the transfer type for each is presented below the functional chart. The two largest components will be the Department of Industrial Relations and Department of Pensions and Security. Other areas affected include the Commission on Aging, Division of Rehabilitation and Crippled Children in the Department of Education, Alabama Institute for the Deaf and Blind and Department of Veterans' Affairs. All of these agencies will be reassigned to the department with transitional autonomy only. During the two-year transition period, all department programs and activities will be analyzed by the secretary for appropriate consolidation and restructuring. Governing boards will be transferred as advisory bodies, although several will also provide specialized services mandated by state or federal law. The

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF SOCIAL SERVICES**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Alabama Institute for the Deaf and Blind (3) State Department of Education -- Division of Rehabilitation and Crippled Children (2) Advisory Council to Governor's Committee on Employment of the Handicapped (A) Governor's Committee on Employment of the Handicapped (3)	Alabama Inter-Departmental Coordinating Committee for Early Childhood Development (B) Advisory Board of Indian Affairs (B) Department of Pensions and Security (3) State Board of Pensions and Security (B) Continuing Women's Commission (B)	Advisory Council of the Department of Industrial Relations (A) Board of Appeals of the Department of Industrial Relations (D) Department of Industrial Relations (3) Department of Pensions and Security (3) State Board of Pensions and Security (B)	Department of Pensions and Security (3) State Board of Pensions and Security (B) Board of Veterans' Affairs (C) Department of Veterans' Affairs (3) Veterans' Training Board (A)	Department of Industrial Relations (3) State Manpower Planning Council (C) Alabama Occupational Information System (3) Department of Pensions and Security (3) State Board of Pensions and Security (B)	Aging Commission (B) Commission on Aging (3) Department of Pensions and Security (3) State Board of Pensions and Security (B)
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latter group includes the Board of Appeals of the Department of Industrial Relations and the State Manpower Planning Council. The Board of Veterans' Affairs will be retained permanently to provide advice to the department from the state's veterans' organizations. The Alabama Inter-Departmental Coordinating Committee

for Early Childhood Development will be reassigned to the department from the Alabama Development Office. Based on the fiscal 1976 budget, the proposed department represents an aggregate annual appropriation of about \$197-million and an employment level of approximately 7,240.

DEPARTMENT OF TRANSPORTATION

The Department of Transportation will plan, coordinate and regulate the state transportation network. It will also maintain and directly operate certain functions, primarily state highways and dock facilities.

Responsibilities

Department responsibilities will encompass highway, water and air transportation as well as traffic safety activities. Placement of these functions within a single department will bring Alabama into closer conformance with a nationwide trend that views all transportation modes as integral parts of a single system.

As a cabinet entity, the department will control state highway construction, maintenance and regulation activities as well as traffic safety programs for all public roadways. It will be responsible for administering federal and local urban-aid programs such as those for highways, airport assistance and alternative systems, including mass transportation. This will centralize the majority of funds received from the U.S. Department of Transportation.

Other department responsibilities will include administration of state docks and the licensing and regulating of harbor pilots. Although the department will control all operational waterway systems, development responsibilities will rest with the proposed Department of Economic Development. Under this concept, new systems such as the Tennessee-Tombigbee Waterway Development Authority will be reassigned to the Department of Transportation upon completion of the planning and construction phases.

In regard to aviation, the department will approve airport sites and airport licenses and will construct or regulate aviation facilities within the state. The department will also provide comprehensive planning capabilities for state transportation projects.

Establishment of these proposed functions within this department will guarantee a more comprehensive approach to meeting the state's transportation needs. Including the relatively large docks activity as well as future

waterway systems will help prevent the department from being dominated by the state highway program, as has been the case in other states.

Although some states include transportation activities in an agency devoted to economic development, the substantial demands of Alabama's highway system and state dock facilities require a different approach. Therefore, a separation of operational and economic development activities is recommended. Transportation programs must deliver and maintain specific services. Economic promotion is best served in another agency that has no responsibilities for large, ongoing service systems. Although long-range economic planning is another function best assumed by an agency concerned with economic development, comprehensive transportation planning is an integral part of the programs of the Department of Transportation and is, therefore, included in this department.

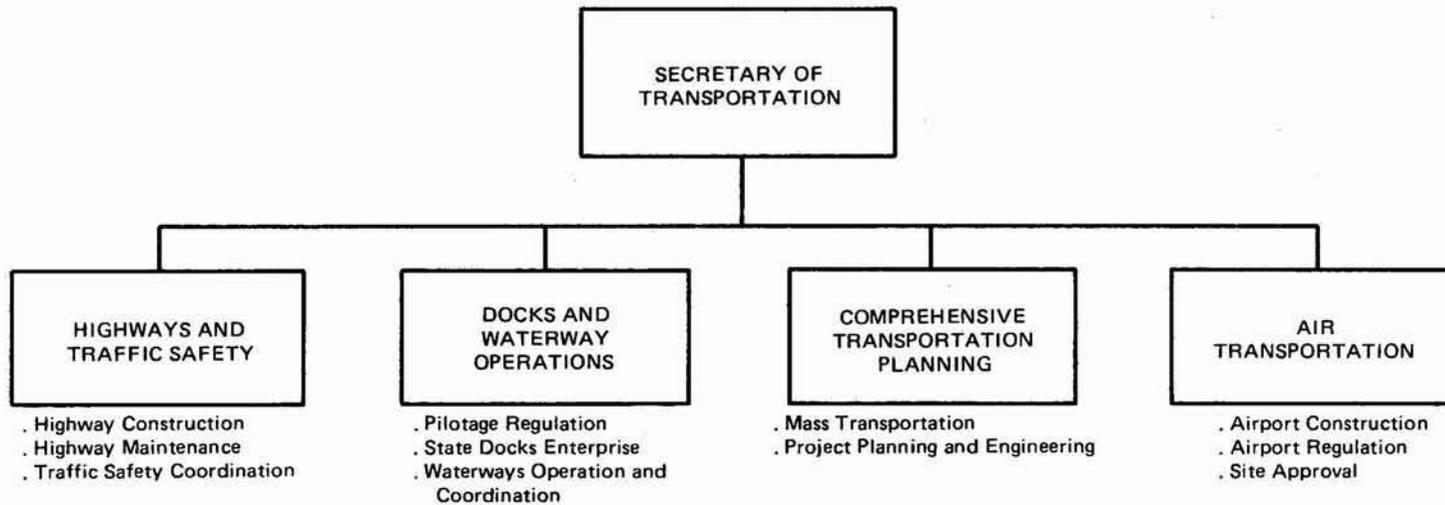
Some states have included driver testing and licensing functions within their transportation departments. However, these are essentially public safety and law enforcement programs that are more properly assigned to the proposed Department of Protection and Law Enforcement.

Nationwide reorganizations have consolidated transportation functions in a single agency in 31 states. In most cases, the state highway function has been combined with air, water and, occasionally, rail transportation. The creation of consolidated departments of transportation have been very popular throughout the United States and has occurred even in states which have not undertaken comprehensive reorganizations. The inclusion of the State Docks Department has limited national precedent because of Alabama's relatively unique responsibility to administer a state-run enterprise in this functional area.

Organization Structure

Instead of prescribing specific organizational units, the chart on the following page illustrates a logical alignment of functional responsibilities for the Department of

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF TRANSPORTATION**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Highway Department (4) Office of Coordinator of Highway Traffic and Safety (3) State Safety Coordinating Committee (1)	Alabama State Docks Department (4) State Pilotage Commission (D) Advisory Committee to the Alabama State Docks Department (A)	Highway Department (4)	Alabama Department of Aeronautics (3) Alabama Aeronautics Commission (B)
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Transportation. In addition, the existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the Secretary of Transportation should develop an internal organization structure to effectively implement these four basic functions:

Highways and Traffic Safety. This functional area will encompass highway maintenance, construction and regulation as well as related grant-in-aid programs and traffic safety coordination. It will be the largest single element in the proposed department and will include the majority of activities now assigned to the Highway Department

Docks and Waterway Operations. Responsibilities will include administration of the existing state dock system as well as any future systems that may be developed. Regulatory functions directly related to navigable waterways, such as harbor pilot licensing, will also be handled in this area. These activities are now the responsibility of the Alabama State Docks Department and State Pilotage Commission.

Comprehensive Transportation Planning. This area will encompass federal urban assistance for mass transit systems. Project planning activities will include engineering work and cost estimating for major state programs. This function is now in the Highway Department.

Air Transportation. Local airport licensing and regulation will be assigned here. This area will completely absorb the functions now assigned to the Alabama Department of Aeronautics.

Agency Assignments

Activities of eight departments and other entities will be transferred to the Department of Transportation. A list of

existing agency sources and the transfer type for each is presented below the functional chart.

Transitional transfers predominate because the majority of assigned agencies will require additional analysis before the department's internal structure can be finalized. The two largest entities assigned to the department, both with transitional autonomy, are the Highway Department and the Alabama State Docks Department. The State Pilotage Commission should be retained permanently to examine and license harbor pilots. The Alabama Aeronautics Commission should be retained as an advisory body during the transition period, but might be abolished by the secretary's final consolidation plan. Both the State Safety Coordinating Committee and Advisory Committee to the Alabama State Docks Department will be completely absorbed by the proposed Department of Transportation.

Based on the fiscal 1976 budget, the proposed department will represent an aggregate annual appropriation of more than \$270-million and an employment level of approximately 6,194.

Organizational Alternative

As an organizational alternative to the proposed Department of Transportation, the Alabama State Docks Department could be excluded and maintained as a separate cabinet-level department. This action could be justified on the basis that this function is primarily a state enterprise function. Moreover, the actual need for coordination between this function and other functions within the department is limited. If this activity is excluded from the Department of Transportation, the department will have an employment level of 5,460 and an aggregate annual appropriation of \$256-million based on the 1976 budget.

SECTION III
REORGANIZATION PLAN
HIGHER EDUCATION

REORGANIZATION PLAN HIGHER EDUCATION

Public higher education in Alabama consists of two systems with five major universities, one medical school and one university hospital. In addition, nine other state universities including a second medical school occupy 12 campuses. These 20 institutions are augmented by 20 two-year junior and community colleges.

Higher education operates in a unique environment of quasi-autonomy since the respective institutions have separate boards of trustees and receive some funding from sources other than the state's taxpayers. The follow-

ing report on the Alabama Commission of Higher Education has been isolated to highlight its unusual role in state government and to encourage reflections on the entire subject of higher education. The revised status proposed for the commission assigns additional responsibility to the executive director and places him in the Governor's cabinet in an ex officio capacity.

Although the 24 technical and vocational colleges could be considered a part of public higher education, they will be discussed as part of the State Department of Education.

ALABAMA COMMISSION ON HIGHER EDUCATION

The Alabama Commission on Higher Education is responsible for promoting an effective, high-quality system of higher education in the state. It serves the Governor and the Legislature in an advisory capacity and coordinates all institutional efforts to enrich Alabama's educational environment. During the initial reorganization phase, the commission will be treated in a special manner to preserve its separate identity. However, its mission will be expanded to encompass administration of various functions related to higher education.

Responsibilities

Current duties include reviews of instructional programs, research and public service activities as well as the evaluation and coordination of budget requests from 12 colleges and universities listed in the following table — Public Institutions for Higher Education. Under the reorganization plan, these institutions will retain their present governing boards and appointive powers.

The responsibilities added will encompass such areas as administration of scholarships and loans for the study of dentistry and medicine. Marine sciences and related fields, the fire college and firefighter personnel standards will also come within the commission's purview. In addition, it will provide administrative control required for the distribution of cadavers for scientific study. Furthermore, the commission will cooperate with universities, communities, industries and other states to promote effective applications of science and technology to business,

commerce and industry. Another program will focus on improving communications between student and government leaders.

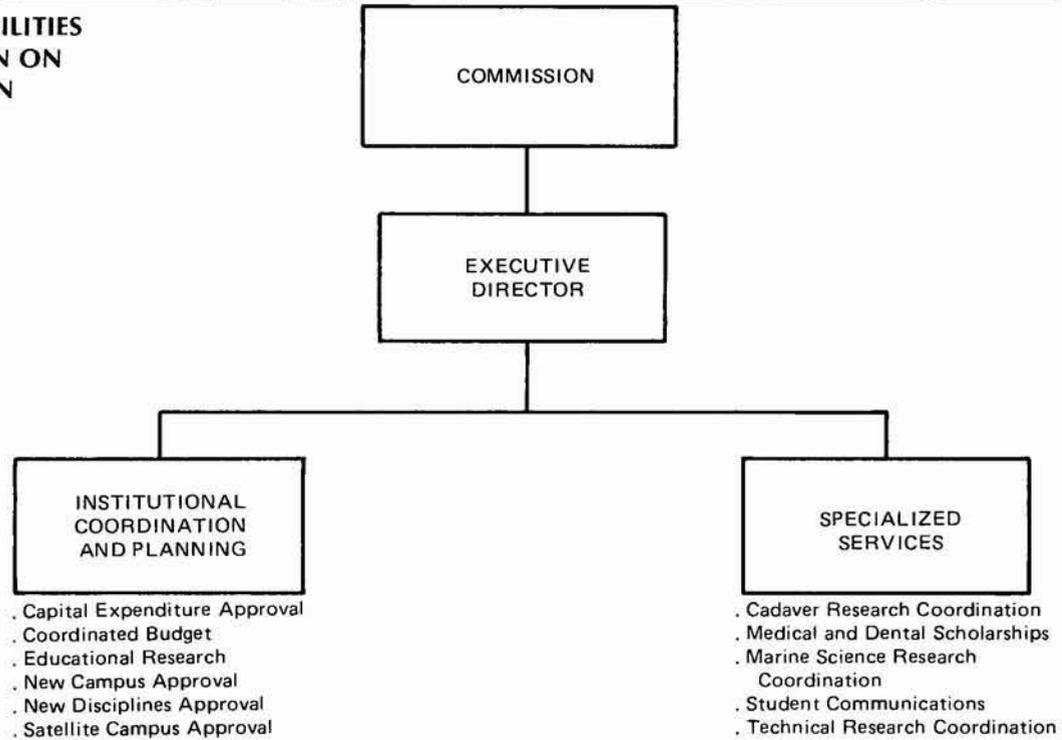
PUBLIC INSTITUTIONS FOR HIGHER EDUCATION

Alabama Agricultural and Mechanical University
Alabama State University
Athens State College
Auburn University (System)
Jacksonville State University
Livingston State University
Troy State University (System)
University of Alabama (System)
University of Montevallo
University of North Alabama
University of South Alabama
University of South Alabama Medical School
and Teaching Hospital

Present commission functions should be enlarged to encompass approval of all capital expenditures for public educational institutions within its scope as well as the establishment of additional satellite campuses or new ones. Moreover, the commission should approve all new disciplines or fields of study proposed for a state college or university.

These additional duties are logical extensions of the commission's present mission. Implementation of these

**FUNCTIONAL RESPONSIBILITIES
ALABAMA COMMISSION ON
HIGHER EDUCATION**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Alabama Commission on Higher Education (N/A)

Alabama Commission on Higher Education (N/A)
Alabama Community and Technical Services Agency (B)
Board for Distribution and Delivery of Dead Bodies (A)
Board of Dental Scholarships Awards (C)
State Fire College (3/D)
State Advisory Committee, Fire College (B)
Alabama Firefighters Personnel Standards and Education Commission (3/B)
Marine Environmental Sciences Consortium (1/C)
Board of Medical Scholarship Awards (C)
Student Leadership Commission (B)

responsibilities will promote more efficient use of educational resources and improve overall coordination of activities. The addition of specific executive authority to the commission's current advisory role will ensure improved management without the necessity of restructuring the various boards at the state colleges and universities. The commission will not be a cabinet department since it will not exercise direct management authority over the state's institutions of higher learning. However, in carrying out assigned coordination and management responsibilities, the commission's Executive Director will serve as a cabinet member in order to act as a spokesman for public higher education in the state.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of functional responsibilities for the Alabama Commission on Higher Education. In addition, the existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the Executive Director, subject to the approval of the commission, should develop an internal organization structure to effectively implement these two basic functions:

□ Institutional Coordination and Planning. This area will encompass all existing responsibilities of the commission and will be augmented by the addition of approval authority in regard to capital expenditures, satellite and new campuses as well as new disciplines.

□ Specialized Services. Medical and dental scholarships, marine science, cadaver distribution and technical research as well as student communications will be assigned here. These responsibilities are now carried out by the Alabama Community and Technical Services Agency, Board for Distribution and Delivery of Dead Bodies, Boards of Dental and Medical Scholarship Awards, Marine Environmental Sciences Consortium and Student Leadership Commission.

Agency Assignments

Activities of six boards and other entities will be transferred to the commission. A list of existing agency sources and the transfer type for each is presented below the functional chart. Because further analysis will be necessary before the internal structure can be finalized, some transitional transfer types will be used. However, the Boards of Dental and Medical Scholarship Awards should be permanently retained to review and grant the awards. The proposed expansion of commission responsibilities in regard to state colleges and universities in Alabama would have to be specifically authorized by the Legislature.

Based on fiscal 1976 budget data, the enlarged commission represents an aggregate annual appropriation of more than \$763,000 and an employment level of 39. The Marine Environmental Sciences Consortium will account for about \$320,000 and 25 positions. Financial assistance for students in the fields of dentistry and medicine will require approximately \$218,000 each year.

SECTION IV
REORGANIZATION PLANS
CONSTITUTIONAL AND
ELECTED OFFICIALS

REORGANIZATION PLANS CONSTITUTIONAL AND ELECTED OFFICIALS

The third phase of the proposed reorganization will concentrate on assessing the role of the state's constitutional and elected officials. Since any changes in this area will require constitutional amendments, it appears advisable to defer these considerations until the essential transition period for the earlier phase has been completed.

The status of the Lieutenant Governor, Attorney General, Treasurer, Auditor and Secretary of State will be included in this second phase. The Commissioner of Agriculture and Industry, State Board of Education, Public Service Commissioners as well as their respective departments and related activities will also be part of this group.

Primary attention should be focused on the need for continued individual elections for these positions. Many states have virtually eliminated elected officers except for the Governor and Lieutenant Governor, and these usually are elected on a joint ticket. While the traditional independence of the Treasurer from the Executive Branch still exists in many states, an equal number believe modern communications and improved financial audits have outdated this concept. The audit services performed by the Legislature may make it unnecessary to retain an elected audit activity. Duties of the Secretary of State should be reviewed to determine if these services could

be provided more effectively through one or more of the new cabinet departments. The Attorney General has the most precedent for separation and elected status, but examples exist of this function as an appointive office.

Both the Department of Education and the Public Service Commission require special attention. However, consideration should be given to alternatives to the independence now in existence. From a management viewpoint, the process of electing qualified and dedicated individuals to serve in these posts is often hampered by the rigor of the election process itself. Several states have found acceptable alternatives.

This report addresses three of these areas in terms of existing units of government which can best be served if transferred to their control. They are the Secretary of State, Department of Agriculture and Industry and the Department of Education.

Recommendations do not attempt to alter present organizations. They only recommend appropriate transfers to those units so all existing activities of government are accounted for at this time. Agencies closely related to elected officials may not always be discussed, particularly if they are not affected by proposed changes.

SECRETARY OF STATE

The Secretary of State, as a constitutional officer, will retain responsibility for all public documents and records of incorporation as well as custody of the state seal and enforcement of certain provisions of the Uniform Commercial Code. Additional duties to be assigned during the first phase of reorganization will include: control of state archives, state museum, state and county records and personal achievement documents; examination and certification of election returns; and enforcement of the state ethics law.

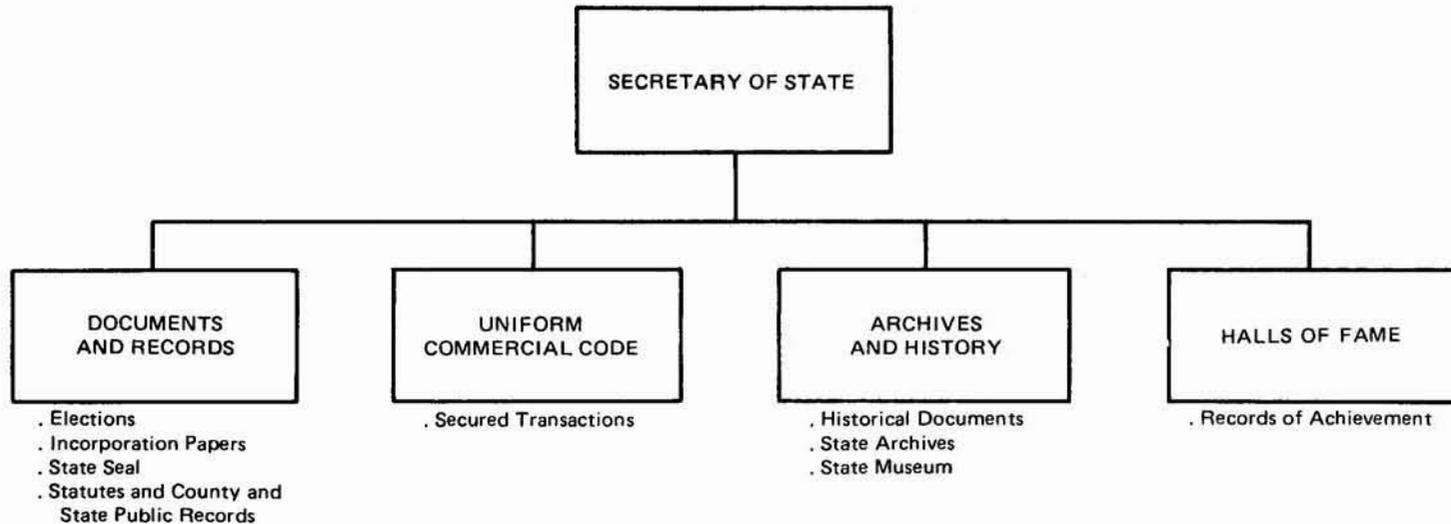
Responsibilities

All existing statutory powers of this office will be retained and additional responsibilities will be assigned from various state agencies. For example, the Secretary of State will assume control of the state archives and museum. Another new function will be the preservation of state and

county records. This latter duty will include the establishment of schedules for record retention and destruction. The Secretary of State will also examine and certify all election returns and will publish the results of state elections. Enforcement of the ethics law as it affects specific state and local officials will be assigned to the secretary as well as maintenance of records for various halls of fame.

The added functions suggested for the Secretary of State are primarily an expansion of the office's current mission. Although important, many of these assignments cannot be appropriately placed in a cabinet department. Furthermore, the archives, museum and record preservation functions are closely related to the documentation duties already prescribed for the Secretary of State. Certification and examination of election returns is a logical extension of the office's current election duties.

**FUNCTIONAL RESPONSIBILITIES
SECRETARY OF STATE**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

DOCUMENTS AND RECORDS	UNIFORM COMMERCIAL CODE	ARCHIVES AND HISTORY	HALLS OF FAME
Board of Canvassers of Election Returns (A) Alabama Ethics Commission (4/D) County Records Commission (B) State Records Commission (B) Secretary of State (N/A)	Secretary of State (N/A)	Board of Trustees of the Department of Archives and History (D) Department of Archives and History (3) Art Commission (A) Alabama Revolution Bicentennial Commission (1/A) Stonewall Jackson Alabama Memorial Fund (C)	Alabama Entertainers Hall of Fame (C) Hall of Fame Board (C) Alabama Academy of Honor (C) Alabama Military Hall of Fame (B) Alabama Women's Hall of Fame (C)

Hall of fame records will be kept by the secretary only when there is no permanent memorial for the individual being honored. Whenever such a memorial is constructed, these duties will be reassigned to the Department of Environmental Resources.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of additional functional responsibilities for the office of Secretary of State. The existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the Secretary of State should develop an internal organization structure to effectively implement these four basic functions:

- Documents and Records. This function will encompass custody of the state seal, original statutes and papers of incorporation as well as registration, certification and control of certain documents including election returns and preservation of state and county public records.
- Uniform Commercial Code. Administration of the "secured transactions" portion of the code will be assigned to this functional area.
- Archives and History. State archives, state museum and state historical documents, now under the control of the Department of Archives and History, will be administered here.
- Hall of Fame. Records for various personal achievement boards will be retained in this area.

Agency Assignments

Activities of 14 departments and other entities will be transferred to the Secretary of State. A list of existing

agency sources and the transfer type for each is presented below the functional chart. While transitional transfers predominate to permit further consolidation by the secretary, several boards and commissions will be permanently retained. The Board of Trustees of the Department of Archives and History is guaranteed continuance and the exercise of specific powers, including confirmation of any proposed mission changes. Based on the fiscal 1976 budget, the reconstituted office represents an aggregate annual appropriation of \$655,000 and an employment level of approximately 51.

Organizational Alternative

A different organizational concept for the duties to be assigned to the Secretary of State should be considered if an alternate approach to the recommended Department of Environmental Resources is adopted. If a Department of Conservation and Cultural Resources, as described on page 46, is created, most of the functions to be assigned to the Secretary of State in that area should be housed in the new department. In particular, this approach involves a reassignment of the Department of Archives and History and many of its related agencies to the Department of Conservation and Cultural Resources. Twelve additional agencies will be assigned to the department utilizing the transfer types originally designated for each agency. These include the Board of Trustees of the Department of Archives and History, Department of Archives and History, Art Commission, Alabama Revolution Bicentennial Commission, Alabama Entertainers Hall of Fame, Hall of Fame Board, Alabama Academy of Honor, Stonewall Jackson Alabama Memorial Fund, Alabama Military Hall of Fame, County Records Commission, State Records Commission and Alabama Women's Hall of Fame. If this alternative is adopted, the only agencies reassigned to the Secretary of State will be the Board of Canvassers of Election Returns and the Alabama Ethics Commission.

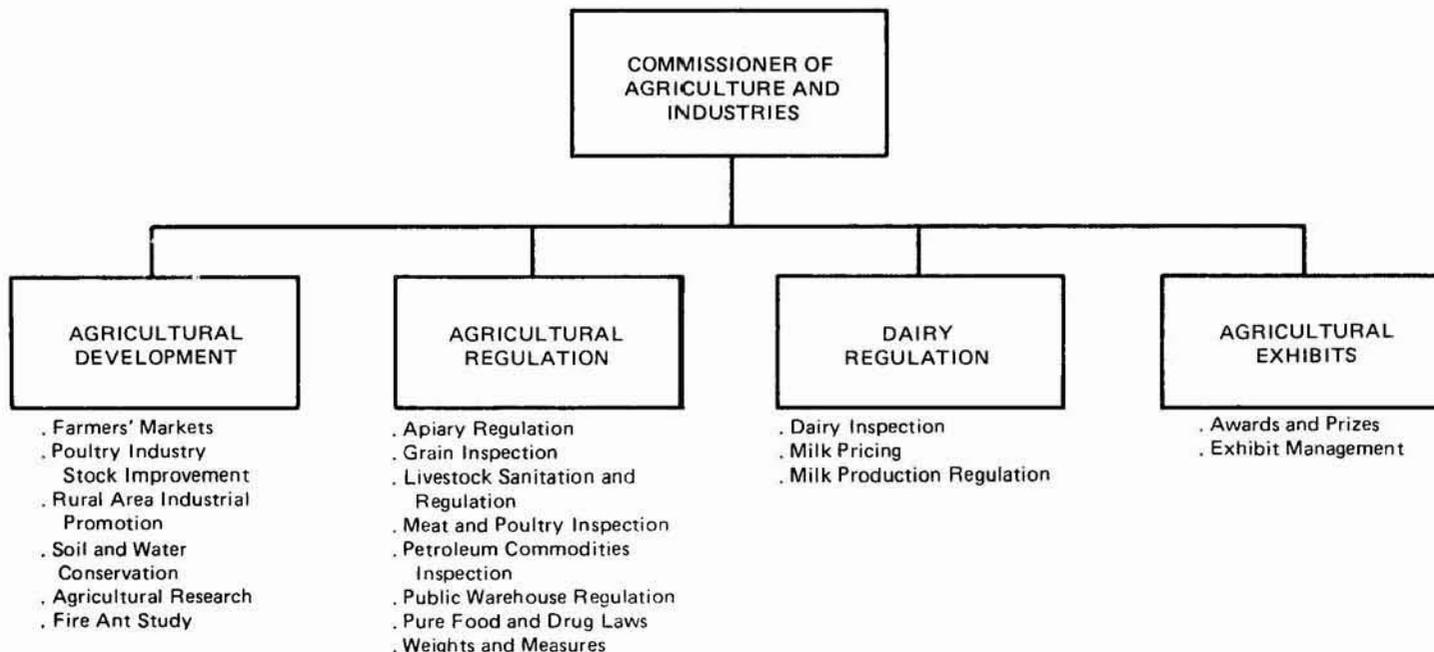
DEPARTMENT OF AGRICULTURE AND INDUSTRIES

The Department of Agriculture and Industries is the principal state agency responsible for the regulation, supervision and promotion of Alabama's agricultural and related industries. It is headed by a constitutional officer and, therefore, will not be subject to comprehensive reorganization at this time. However, its mission will be expanded during the two-year transition period to include all activities related to agriculture in the State of Alabama.

Responsibilities

Currently assigned programs will be retained in the department. These are to develop and promote the state's agricultural potential, provide relevant news and information and enforce pure food and drug laws. Additional functions will be transferred from existing independent agencies. Regulation of the dairy industry and the far-

**FUNCTIONAL RESPONSIBILITIES
DEPARTMENT OF AGRICULTURE
AND INDUSTRIES**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

Department of Agriculture and Industries (N/A)	Department of Agriculture and Industries (N/A)	Department of Agriculture and Industries (N/A)	Alabama Agricultural and Industrial Exhibit Commission (B)
Farmers' Market Authority (3/B)	Meat and Poultry Inspection Advisory Council (A)	Alabama Dairy Commission (3/D)	Agricultural Center Board (3/B)
State Soil and Water Conservation Committee (3/B)			Agricultural Center Corporation (D)
Fire Ant Study Commission (3/C)			

mers' markets will be assigned to the department as well as activities related to agricultural exhibits and shows. All of these areas have an effect on agricultural policy and should be administered in one agency.

Although some of the responsibilities could be appropriately placed in the proposed Department of Environmental Resources, the result would be fragmentation of the state's agricultural activities. The assignment of all agricultural functions to an existing department is viewed as a transitional step, since reorganization of constitutionally mandated offices has been excluded from this initial phase of restructuring state operations. During the third phase, however, all functions assigned to the Department of Agriculture and Industries should be reviewed for possible consolidation in a cabinet agency by constitutional amendment and legislative action.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of additional functional responsibilities for the Department of Agriculture and Industries. In addition, the existing agencies that now carry out these activities are also identified within this functional alignment. Future consideration should be given to dropping the word industries from the department name since it no longer reflects agency responsibilities. During the two-year transition period, the commissioner should develop an internal organization structure to effectively implement these four basic functions:

Agricultural Development. The department will continue to be responsible for investigating and promoting agricultural development potential in the state in cooperation with appropriate municipalities and rural communities. It will also provide information on various types of agricultural activities.

Agricultural Regulation. The remainder of the department's existing responsibilities relate to enforcement of pure food and drug laws as well as statutes pertaining to the sale of various agricultural products, fuel, brake fluid and lubricants. Duties are executed through inspection, testing and laboratory analysis.

Dairy Regulation. This area will encompass supervision of the fluid milk industry including production, distribution, manufacturing, storage and delivery as well as inspection of dairy facilities. The program is currently administered by the department and the Alabama Dairy Commission.

Agricultural Exhibits. The management and leasing of the Garrett Coliseum as well as promotional activities related to the state fair will be assigned here. Programs are currently administered by the Alabama Agricultural and Industrial Exhibit Commission and the Agricultural Center Board.

Agency Assignments

Activities of eight departments, boards and other entities will be transferred to the Department of Agriculture and Industries. A list of existing agency sources and the transfer type for each is presented below the functional chart.

Because further analysis will be necessary before the internal structure can be finalized, transitional transfer types predominate. In the case of the Alabama Dairy Commission and Agricultural Center Corporation, special powers will be retained by these entities. The commission will continue to set milk prices and the corporation will be the owner-of-record for various exhibit facilities. Based on the fiscal 1976 budget, the reconstituted department represents an aggregate appropriation of more than \$4-million and an employment level of approximately 500.

STATE DEPARTMENT OF EDUCATION

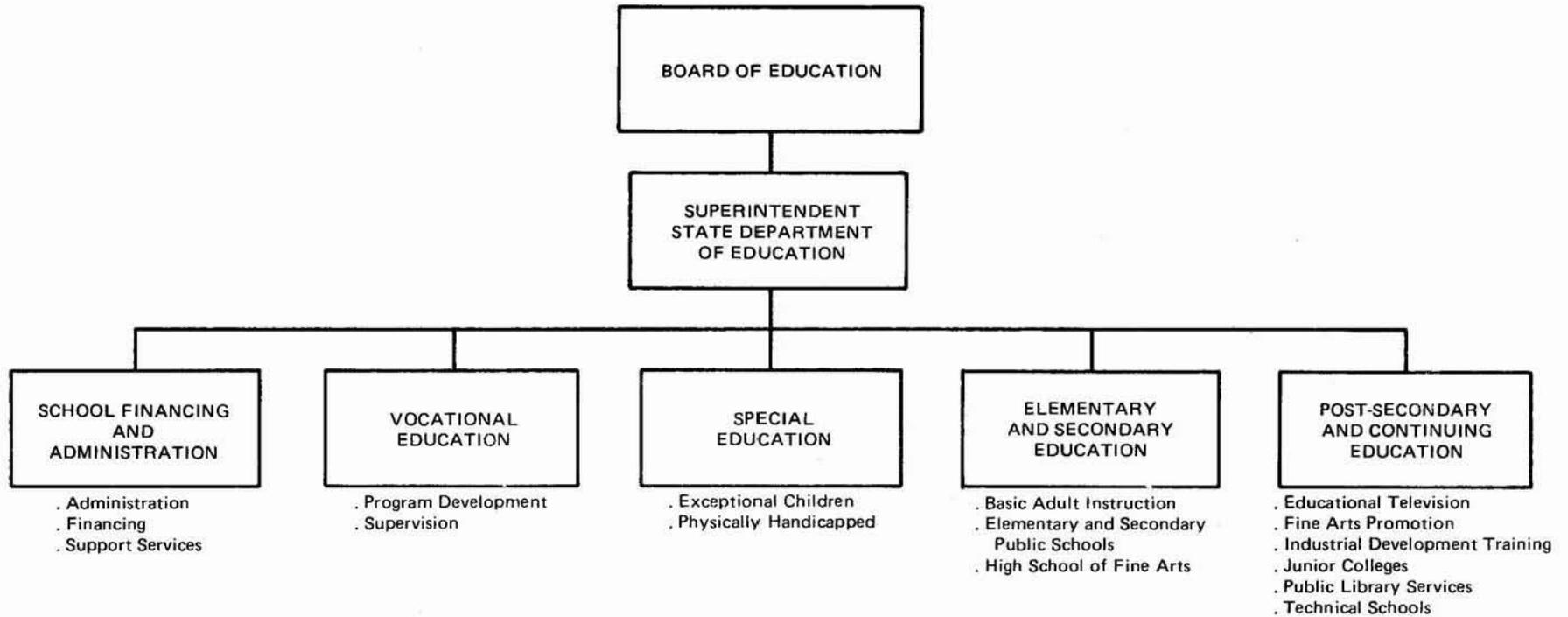
The State Department of Education provides leadership for and monitoring of the primary and secondary education systems, promotes physical fitness through these systems, supplies vocational and adult basic and continuing education programs and supervises the state's junior colleges and technical schools. It is the primary state agency for the enforcement of Alabama's education laws and is headed by the State Superintendent of Education who receives direction from the State Board of Education. The board is a constitutionally established entity which will not be subject to reorganization at this time. However,

the department's mission should be expanded to encompass state library service, educational television and all committees, commissions and educational institutions not under the coordination of the Alabama Commission on Higher Education.

Responsibilities

With the exception of the department's Division of Rehabilitation and Crippled Children, whose responsibilities will be transferred to the Department of Social

**FUNCTIONAL RESPONSIBILITIES
STATE DEPARTMENT OF EDUCATION**



EXISTING AGENCY SOURCE AND TYPE OF TRANSFER

State Department of Education (N/A)	State Department of Education (N/A)	State Department of Education (N/A)	State Department of Education (N/A)	State Department of Education (N/A)
	Alabama Advisory Councils on Vocational Education (C)		Alabama High School of the Fine Arts (3/B)	Alabama Council on the Arts and Humanities (3/B)
			State Commission on Physical Fitness (3/B)	Courses of Study Committee (B)
			State Tenure Commission (B)	Alabama Education Study Commission (3/B)
			State Textbook Commission (B)	Alabama Educational Television Commission (3/B)
				Alabama Post-Secondary 1202 Commission (3/B)
				Alabama Public Library Service Division (3/B)
				Board of Commissioners of Tuskegee Institute (D)

Services, all other current programs will be retained by the department. Additional functions will be reassigned from various independent committees, commissions and organizations dealing with education. Advisory committees will assist the department in evaluating all instructional courses in the state's public elementary and secondary schools. The department will: administer provisions of Public Law 92-318 dealing with post-secondary education, assist in hearing appeals when a teacher's contract is cancelled, recommend textbooks and provide advice on vocational education. It will participate in enlarging fine arts resources, improving public library activities and evaluating educational programs and policies. In addition, the department will support the Alabama Educational Television Commission and supervise noncommercial television programming.

Approval of veterans' training courses will be transferred to the Department of Social Services in order to centralize all veterans' services. Because the client base for veteran education is similar to the one for social programs, transfer of responsibility for service delivery to the Department of Social Services will improve overall efficiency. Administration of library and noncommercial television functions should be vested in the State Department of Education because of their impact on continuing educational activities. Assignment of the various educational advisory groups for elementary, secondary and vocational education will ensure appropriate coordination of these functions.

Organization Structure

Instead of prescribing specific organizational units, the chart on the facing page illustrates a logical alignment of added functional responsibilities for the State Department of Education. Existing agencies that now carry out these activities are also identified within this functional alignment. During the two-year transition period, the State Superintendent of Education should develop an internal organization structure to absorb the new responsibilities into these five basic areas:

School Financing and Administration. The primary function of this area will be to supply administrative support and to secure adequate financial support for educational programs from state and federal sources.

Vocational Education. Current responsibilities, including program development and supervision, will be handled here. The Alabama Advisory Councils on Vocational Education will provide assistance to this functional area.

Special Education. Department activities in regard to educating exceptional children and the physically handicapped will be administered in this area.

Elementary and Secondary Education. This will encompass all aspects of public elementary and secondary education, including adult basic instruction, sciences, general administration and accreditation, health, physical education and physical fitness, recreation, driver training, languages and fine arts. The Alabama High School of the Fine Arts will be transferred to this area. Advisory bodies include the State Textbook Commission, State Tenure Commission, Courses of Study Committee and Alabama Education Study Commission.

Post-Secondary and Continuing Education. Industrial development, training, community and junior colleges, technical schools, other adult programs and private law schools will be administered here in addition to the new responsibilities for the public library service, educational television and promotion of the fine arts. The Alabama Education Study Commission and Alabama Council on the Arts and Humanities will provide assistance to this functional area.

As mentioned, service delivery activities associated with vocational rehabilitation and crippled children as well as approval for veterans' training will be reassigned to the Department of Social Services. The State Department of Education should also provide administrative assistance to the Board of Commissioners of Tuskegee Institute.

Agency Assignments

Activities of 12 agencies will be transferred to the State Department of Education. A list of existing agency sources and the transfer type for each is presented below the functional chart.

Most of the entities being reassigned are advisory or special-purpose committees. Based on the fiscal 1976 budget, the reconstituted department represents an aggregate annual appropriation of more than \$14-million and an estimated employment level of about 1,258.

SECTION V
IMPLEMENTATION

IMPLEMENTATION

To transform Alabama's current structure to the proposed cabinet concept, the use of enabling legislation is recommended rather than constitutional amendments. This method is suggested because legislative changes can be instituted more readily and are easier to alter if circumstances change. In addition, the legislative approach can be instituted in a three-phase program, permitting the state to make further internal adjustments during a two-year transition period. Throughout the legislative phases, attention will focus on those Executive Branch agencies and functions that are not specifically created by the state constitution or administered by a constitutional officer. However, proposals are made for some transfers to constitutional offices as part of the legislative activity.

At some future time, the third phase would be initiated to deal with the overall responsibilities and structure of the seven constitutional agencies and their 14 elected officials. These include the Lieutenant Governor, Attorney General, Secretary of State, Auditor, Treasurer, State Board of Education and Commissioner of Agriculture and Industries. The statutory Public Service Commission will also be included. This report does not go into detail regarding these actions since they will be dependent on the results of the initial reorganization effort.

The proposed implementation approach will provide Alabama with a realistic strategy for reorganizing its current activities within a fixed period of time. Utilization of a two-part legislative strategy will make it possible for the initial reorganization bill to be fairly comprehensive while providing a mechanism for internal adjustments during the transition period. Although virtually all state agencies are involved, not all would be immediately or drastically affected. This should improve acceptance of the new cabinet departments by the public and the respective agency client groups. The proposed approach will provide the necessary time to identify potential service duplications, producing savings through a mandated system of consolidation required as part of the second phase of legislative action. Finally, this approach should ensure that the objectives of the Governor's executive order can be fully met and that the Legislature will play an appropriate role in the reorganization process.

Agency Relationships

The enabling legislation which will establish the new cabinet departments should utilize "transfer types" such as those used in other state reorganizations. Under this approach, existing agencies will be assigned to each

cabinet department with a specific status that will be maintained during the transition period. The extent to which the various secretaries can reorganize these agencies will be determined by the transfer type that is used. These range from provisions for complete absorption of an agency to an exemption from any legislative provisions for internal reorganization. The use of transfer types does not guarantee permanent autonomy for any agency; it merely defines certain operating provisions of the reorganization statutes during the transition period. The Legislature can always alter or abolish an agency. The following transfer types apply to the operating agencies:

Type 1 is the complete consolidation of an agency into a cabinet department. The transferred agency is thus abolished as a separate entity and loses its identity.

Type 2 is the reassignment of a portion of an existing operating agency to a new department. The newly assigned portion is then merged into the department.

Type 3 is the intact transfer of an operating agency into a cabinet department. The agency, during the transition period, remains as a separate, identifiable unit of the department but will be subject to further consolidation or elimination on recommendation of the secretary plus approval of the Governor and the Legislature. Such a review will be mandated under the internal reorganization responsibilities of the enabling legislation.

Type 4 is also the intact transfer of an agency into a cabinet department. The agency will be exempt from the internal reorganization provision of the initial legislation, except for support services. Thus, it will continue to operate as an identifiable unit in the department.

Since agency transfers affect both the agency and its respective boards and commissions as well as independent boards and commissions, the following four transfer types have been assigned to these nonoperating units:

Type A abolishes a governing board, commission or advisory board of a transferred agency.

Type B retains a governing board, commission or advisory board in an advisory capacity, subject to further consolidation or elimination upon recommendation of the secretary plus approval of the Governor and the Legislature. Such a review will be mandated under internal reorganization responsibilities of the enabling legislation.

Type C retains a governing board, commission or advisory board as an advisory body, exempt from the internal reorganization provisions of the enabling legislation.

□ Type D retains a governing board or commission to perform specified functions including quasi-judicial, regulatory or licensing activities. The entity will be exempt from the internal reorganization provision of the enabling legislation.

Reorganization Schedule

During the suggested two-year transition, the secretaries will be required by the initial legislation to develop detailed internal organization plans for consolidating and streamlining cabinet departments. Each secretary will attempt to merge like functions and programs, with the exception of those agencies transferred intact and exempted from the internal reorganization provisions of the legislation. The secretary may also recommend to the Governor that certain functions be transferred to other cabinet departments. In each instance, a savings analysis on proposed actions will be prepared. Reorganization statutes should stipulate a cost reduction target of 5% in support service budgets of all proposed cabinet departments. Secretaries should also attempt to achieve further savings in program delivery.

Internal reorganization and cost reduction plans should be submitted to the Governor not less than 90 days before the end of the two-year transition period. However, to allow adequate opportunity for internal analysis and public adjustment, no secretary should submit a plan sooner than one year after passage of the reorganization bill.

Once all plans meet his approval, the Governor should draft appropriate legislation incorporating all organizational changes and submit this bill to the Legislature. The bill must be accompanied by a report to the Legislature detailing cost reduction plans. This requirement will be part of the legislation transferring state agencies.

The bill will be subject to the usual legislative process. Upon approval, the Governor and cabinet secretaries will have 180 days to complete implementation. During the interim period, the secretary will continue to operate in the transition mode. If all or part of the bill is rejected and the Legislature offers no modification in the form of amendment, the appropriate secretary will have to revise the reorganization plan and submit it to the Governor within 90 days. In turn, the Governor must submit a new bill to the Legislature for the next regular session or at a special session. In the event no plan is approved within 48 months of the initial reorganization legislation, or no cost reduction plan is developed, the agencies involved will automatically revert to their original status.

During the transition period — that is, the 24 months following enactment of the initial legislation — constitutional officers and elected officials will also have to sub-

mit reorganization plans in the form of a bill to the Legislature. If there are no changes made, this will not apply.

To enable the secretary to assume a strong executive role, most existing boards will be eliminated or changed to advisory bodies. As part of the comprehensive plan to be submitted to the Legislature during the second phase, each secretary should recommend appropriate retention of board duties or modification of appointment powers and membership. The secretary will be empowered to appoint all future division heads after the transition period. In the interim, appointment powers will be retained in their original form. Legislative liaison should be carried out through the secretary to ensure appropriate coordination. The Governor should view the secretaries as his main point of contact with specific departments, involving them in all decisions affecting their operations. The salaries of cabinet secretaries should be sufficiently high to attract good managers. Appropriations for the secretary and clerical support personnel should be taken from the budgets of transferred agencies. No staff additions are recommended for the secretary's office. As a result, the secretary will have to begin the process of consolidating support services immediately upon appointment. The initial legislation should authorize the Governor to shift budgets from existing agencies.

Secretaries will be responsible for the following management functions: planning, organizing department structure, staffing, providing overall direction, coordinating, reporting and budgeting. Budgeting, program coordination and related management functions for the agencies transferred to a department with their authority intact will be subject to the supervision of the secretary.

The Governor's Committee on State Government Reorganization should be reconstituted as the only group to monitor reorganization activities during the two-year transition period. It should include representation from all constitutional officers and elected officials. The committee should meet monthly, working closely with department secretaries to achieve results within the required time. Using legislative funding, the committee should also provide technical assistance to departments in the development of final consolidation plans. This should include a full-time staff, possibly supplemented by professional consulting support. A schedule should be developed by the committee which will provide the Governor sufficient time to review details of each department's internal structure and final assignments.

Any future functions mandated by the Legislature should be assigned to an existing cabinet department rather than creating an additional agency. This restriction should be part of the initial legislation in order to discourage the establishment of unnecessary agencies in the future.

SECTION VI
AGENCY ASSIGNMENTS

AGENCY ASSIGNMENTS

The following pages provide a composite of the agency assignment tables found in each department section. This listing names each existing agency, in alphabetical order by key word, and shows the type of transfer to be used in reassigning it. It also identifies the department to which the agency or its functions will be transferred plus an alternative, if applicable. The names of the new departments are abbreviated as shown below:

A&I	Department of Agriculture and Industries
Admin	Department of Administration
ECD	Department of Economic and Community Development
Educ	Department of Education
Env Res	Department of Environmental Resources
Health	Department of Health Resources
Higher Ed	Alabama Commission on Higher Education
OR	Department of Offender Rehabilitation
PLE	Department of Protection and Law Enforcement

Reg	Department of Regulation
Soc Serv	Department of Social Services
SS	Secretary of State
Trans	Department of Transportation

Some agencies are listed with alternate assignments in parenthesis. The names of the alternate departments are abbreviated as shown below:

ABC	Department of Alcoholic Beverage Control
CCR	Department of Conservation and Cultural Resources
Docks	Department of State Docks
Labor	Department of Labor
MA	Department of Military Affairs
MH	Department of Mental Health
NR	Department of Natural Resources
Rev	Department of Revenue

AGENCY ASSIGNMENTS SUMMARY

Existing Agency	Type of Transfer	Recommended Agency Assignment
Accountancy, Alabama State Board of Public	3 and D	Reg
Adjustment, State Board of	D	Admin
Aeronautics, Alabama Department of	3	Trans
Aeronautics Commission, Alabama	B	Trans
Aging Commission	B	Soc Serv
Aging, Commission on	3	Soc Serv
Agricultural and Industrial Exhibit Commission, Alabama	B	A&I
Agricultural Center Board	3	A&I
Agricultural Center Corporation	D	A&I
Agricultural Experiment Station System, Alabama	N/A	N/A
Agriculture and Industries, Department of	N/A	N/A
Agriculture and Industries, State Board of	N/A	N/A
Air Pollution Control Commission	B	Env Res (Health)
Alabama Agricultural and Mechanical University	N/A	N/A
Alabama Aviation and Technical College	N/A	Educ
Alabama State Bar	3 and D	Reg
Alabama State University	N/A	N/A

Existing Agency	Type of Transfer	Recommended Agency Assignment
Alabama Technical College	N/A	Educ
Alcoholic Beverage Control Board	3 and B	Reg (ABC)
Alcoholism and Drug Abuse, Advisory Council on	C	Health (MH)
Alexander City State Junior College	N/A	Educ
Ameraport Deep-Draft Harbor and Terminal Commission	C	ECD
Animal and Environmental Health, Council on	B	Health
Appalachian Regional Commission	C	ECD
Architects, State Board of Registration of	3 and D	Reg
Archives and History, Board of Trustees of the Department of	D	SS (CCR)
Archives and History, Department of	3	SS (CCR)
Armory Commission of Alabama	3 and A	PLE (MA)
Art Commission	A	SS (CCR)
Arts and Humanities, Alabama Council on the	3 and B	Educ
Athens State College	N/A	N/A
Atmore State Technical Institute	N/A	Educ
Attorney General	N/A	A&I
Auburn University — Auburn	N/A	N/A
Auburn University — Montgomery	N/A	N/A
Auctioneers, State Board of	3 and D	Reg
Auditor, State	N/A	N/A
Aviation Exhibit Commission, Alabama	B	Env Res (CCR)
Ayers, Harry M., State Technical College	N/A	Educ
Banking Board	D	Reg
Banking Department, State	3	Reg
Barber Examiners, Alabama Board of	3 and D	Reg
Battleship Commission, USS Alabama	3 and B	Env Res (CCR)
Bear Creek Development Authority	3	ECD
Beautification Board of the State of Alabama	A	Env Res (NR)
Bessemer State Technical College	N/A	Educ
Bicentennial Commission, Alabama Revolution	1 and A	SS (CCR)
Bishop State Junior College	N/A	Educ
Bond Commission, 1951	D	Admin
Bond Commission for Construction of Mental Health Facilities	D	Admin
Boxing and Wrestling Commission	3 and D	Reg
Brewer, Albert P., State Junior College	N/A	Educ
Bridge Commission, Alabama	D	Admin
Building Commission	3 and B	Admin
Building Finance Authority, Alabama	D	Admin
Cahaba River Commission	3	ECD
Calhoun State Community College	N/A	Educ
Calhoun State Community College — Technical Branch	N/A	Educ
Camp Sanitation and Safety Advisory Committee	A	Health
Capitol Preservation Commission, State	A	Admin
Carver State Technical Trade School	N/A	Educ
Chattahoochee Commission, Historic	1 and B	Env Res (CCR)
Chattahoochee Valley State Community College	N/A	Educ

Existing Agency	Type of Transfer	Recommended Agency Assignment
Childhood Development, Alabama Inter-Departmental Coordinating Committee for Early	B	Soc Serv
Chiropractic Examiners, State Board of	3 and D	Reg
Civil Defense Advisory Council	A	PLE
Civil Defense, Department of	1	PLE
Community and Technical Services Agency, Alabama	B	Higher Educ
Compromise, Board of	D	Admin
Conservation and Natural Resources, Advisory Board of the Department of	B	Env Res (CCR)
Conservation and Natural Resources, Department of	3	Env Res (CCR)
Constitutional Commission, Alabama	D	Admin
Consumer Advisory Council	A	Reg
Consumer Protection, Office of	3	Reg
Coosa Valley Development Authority	3	ECD
Corporation for Borrowing for Schools	D	Admin
Corrections Institution Finance Authority, Alabama	D	Admin
Corrections of Alabama, Board of	4 and C	OR
Cosmetology, Alabama Board of	3 and D	Reg
Courses of Study Committee	B	Educ
Credit Union Board	D	Reg
Criminal Justice Information Center Commission, Alabama	3 and B	PLE
Dairy Commission, Alabama	3 and D	A&I
Dauphin Island Bridge Authority	D	Admin
Davis, Jefferson, State Junior College	N/A	Educ
Dead Bodies, Board for Distribution and Delivery of	A	Higher Educ
Deaf and Blind, Alabama Institute for the	3	Soc Serv
Dental Examiners of Alabama, Board of	3 and D	Reg
Dental Health, Council on	B	Health
Dental Scholarship Awards, Board of	C	Higher Educ
Development Office, Alabama	4	ECD
Developmental Disabilities Service and Facilities, Alabama Planning and Advisory Council for	C	Health (MH)
Docks Department, Advisory Committee to the Alabama State	A	Trans (Docks)
Docks Department, Alabama State	4	Trans (Docks)
Drake Technical College	N/A	Educ
Educational Television Commission, Alabama	3 and B	Educ
Education Authority, Alabama	D	Admin
Education, State Board of	N/A	Educ
Education, Department of	N/A	Educ
Education Study Commission, Alabama	3 and B	Educ
Election Returns, Board of Canvassers of	A	SS
Elk River Development Agency	3	ECD
Emergency Planning, State Office of	1	PLE
Energy Advisory Council, Alabama	A	ECD
Energy Management Board, Alabama	1	ECD
Engineers and Land Surveyors, State Board of Registration for Professional	3 and D	Reg
Enterprise State Junior College	N/A	Educ

Existing Agency	Type of Transfer	Recommended Agency Assignment
Entertainers Hall of Fame, Alabama	C	SS (CCR)
Entomologists, Horticulturists, Floriculturists and Tree Surgeons, Board to Examine	3 and D	Reg
Environmental Study, Task Force on	B	Env Res (Health)
Ethics Commission, Alabama	4 and D	SS
Extension Service, Alabama	N/A	N/A
Factory-Built Housing, Advisory Committee on	A	ECD
Farmers' Market Authority	3 and B	A&I
Faulkner, James H., State Junior College	N/A	Educ
Finance, Department of	4	Admin
Fine Arts, Alabama High School of the	3 and B	Educ
Fire Ant Study Commission	3 and C	A&I
Fire College, State	3 and D	Higher Educ
Fire College, State Advisory Committee	B	Higher Educ
Firefighters Personnel Standards and Education Commission, Alabama	3 and B	Higher Educ
Fishing Reef Ship Commission	B	Env Res (NR)
Foresters, State Board of Registration for	3 and D	Reg
Forestry Commission, State	3 and B	Env Res (NR)
Fort and Historic Trail Council, State	B	Env Res (CCR)
Fort Morgan Historical Commission	1 and B	Env Res (CCR)
Funeral Service, Alabama Board of	3 and D	Reg
Gadsden State Junior College	N/A	Educ
Gadsden State Technical Institute	N/A	Educ
General Contractors, State Licensing Board for	3 and D	Reg
Geological Survey of Alabama	3	Env Res (NR)
Gorgas Memorial Board	1 and B	Env Res (CCR)
Governor's Mansion Advisory Board, The	B	Admin
Gulf States Marine Fisheries Commission	C	Env Res (NR)
Hall of Fame Board	C	SS (CCR)
Handicapped, Advisory Council to Governor's Committee on Employment of the	A	Soc Serv
Handicapped, Governor's Committee on Employment of the	3	Soc Serv
Healing Arts, State Licensing Board for	3 and D	Reg
Health Coordinating Council, Statewide	B	Health
Health Costs, Administration and Organization, Council on	B	Health
Health, Department of Public	2	Health
Health Planning Advisory Council, State	2	Env Res (Health)
Health, State Board of	B	Health
Health, State Committee of Public	B	Health
Hearing Aid Dealers, Alabama Board of	3 and D	Reg
Henry, Patrick, State Junior College	N/A	Educ
Higher Education, Alabama Commission on	N/A	Higher Educ
Highway Authority, Alabama	D	Admin
Highway Corporation, Alabama State	D	Admin
Highway Department	4	Trans

Existing Agency	Type of Transfer	Recommended Agency Assignment
Highway Finance Corporation, Alabama	D	Admin
Highway Traffic and Safety, The Office of Coordinator of	3	Trans
Historical Commission, Alabama	3 and C	Env Res (CCR)
Hobson, Richmond Pearson, Memorial Board	1 and B	Env Res (CCR)
Hobson, Richard P., State Technical College	N/A	Educ
Honor, Alabama Academy of	C	SS (CCR)
Hospital Construction, Advisory Council for	B	Health
Housing Commission, Alabama	A	ECD
Indian Affairs, Advisory Board of	B	Soc Serv
Indigent Medical Care, Advisory Committee for	B	Health
Industrial Development Authority, State	D	ECD
Industrial Development Board, State	B	ECD
Industrial Development, Committee on	B	ECD
Industrial Relations, Advisory Council of the Department of	A	Soc Serv
Industrial Relations, Board of Appeals of the Department of	D	Soc Serv
Industrial Relations, Department of	3	Soc Serv
Industrial Securities Advisory Council	B	ECD
Ingram State Vocational School	N/A	Educ
Insurance Board, State Employees'	3 and C	Admin
Insurance, Department of	4	Reg
Intergovernmental Cooperation, Alabama Commission on	3 and B	ECD
Jackson, Stonewall, Alabama Memorial Fund	C	SS (CCR)
Jacksonville State University	N/A	N/A
Jefferson State Junior College	N/A	Educ
Juvenile Correctional Study Committee	A	OR
Labor, Department of	4	Reg (Labor)
LaGrange Historical Commission	B	Env Res (CCR)
Landscape Architects, Alabama Board of Examiners of	3 and D	Reg
Law Enforcement Planning Agency, Alabama	3	PLE
Law Enforcement Planning Agency, State Supervisory Board of the Alabama	B	PLE
Lawson State Community College	N/A	Educ
Lawson State Community College — Technical	N/A	Educ
Lieutenant Governor	N/A	N/A
Liquefied Petroleum Gas Board, Alabama	N/A	N/A
Live in a Landmark Council	B	Env Res (CCR)
Living Conditions in State Institutions, Committee to Survey	A	OR
Livingston State University	N/A	N/A
MacArthur State Technical College	N/A	Educ
Manpower Planning Council, State	C	Soc Serv
Marine Environmental Sciences Consortium	1 and C	Higher Educ
Meat and Poultry Inspection Advisory Council	A	A&I
Mediation, Board of	D	Reg (Labor)
Medical Examiners, State Board of	3 and D	Reg
Medical Scholarship Awards, Board of	C	Higher Educ
Medical Technicians Examiners, Board of	3 and D	Reg
Mental Health Board, Alabama	B	Health (MH)

Existing Agency	Type of Transfer	Recommended Agency Assignment
Mental Health, Department of	4	Health (MH)
Military Advisory Board	B	PLE (MA)
Military Department, State	4	PLE (MA)
Military Hall of Fame, Alabama	B	SS (CCR)
Mine Examiners, Board of	3 and D	Reg
Mobile County Seafoods Advisory Commission	B	ECD
Motion Picture and Television Advisory Committee	B	Env Res (CCR)
Motor Sports Hall of Fame Commission	B	Env Res (CCR)
Muscle Shoals Technical Institute	N/A	Educ
Natural Resources Commission, Governor's	B	Env Res (CCR)
Northeast Alabama State Junior College	N/A	Educ
Northwest Alabama State Junior College	N/A	Educ
Northwest Alabama State Technical College	N/A	Educ
Nunnelley State Technical College	N/A	Educ
Nursing, Advisory Council for Practical	3 and D	Reg
Nursing, Board of	3 and D	Reg
Nursing Home Administrators, Advisory Council, Board of Examiners of	3 and D	Reg
Nursing Home Administrators, Board of Examiners of	3 and D	Reg
Occupational Information System, Alabama	3	Soc Serv
Oil and Gas Board, State	D	Env Res (NR)
Opelika State Technical College	N/A	Educ
Optometry, Alabama Board of	3 and D	Reg
Organized Crime Control Council, Alabama	A	PLE
Pardons and Paroles, Board of	4 and D	OR
Partlow State School Bond Commission, Alabama State Hospitals and	D	Admin
Patterson State Technical College	N/A	Educ
Peace Officers' Annuity and Benefit Fund, Board of Commissioners of the Alabama	3 and B	Admin
Peace Officers' Standards and Training Commission, Alabama	3 and C	PLE
Pensions and Security, Department of	3	Soc Serv
Pensions and Security, State Board of	B	Soc Serv
Personnel Board, State	D	Admin
Personnel Department, State	3	Admin
Personnel Safety Committee, State	A	Admin
Pharmacy, Alabama State Board of	3 and D	Reg
Physical Fitness, State Commission on	3 and B	Educ
Physical Therapy, Board of	3 and D	Reg
Pilotage Commission, State	D	Trans
Podiatry, State Board of	3 and D	Reg
Pollution Control Finance Authority, Alabama	D	Admin
Polygraph Examiners Board	3 and D	Reg
Pornography, Governor's Advisory Committee on	B	PLE
Post-Secondary 1202 Commission, Alabama	3 and B	Educ
Prevailing Wage Commission	D	Reg (Labor)
Prevention of Disease and Medical Care, Council on the	B	Health

Existing Agency	Type of Transfer	Recommended Agency Assignment
Psychology, Alabama Board of Examiners in	3 and D	Reg
Public Library Service Division, Alabama	3 and B	Educ
Public Printing, Board to Approve Contracts for	D	Admin
Public Safety, Department of	3	PLE
Public School and College Authority, Alabama	D	Admin
Public Service Commission	N/A	N/A
Publicity and Information, Advisory Board to the Bureau of	A	Env Res (CCR)
Publicity and Information, Bureau of	3	Env Res (CCR)
Radiation Advisory Board of Health	A	Health
Radiation Control Agency	B	Health
Real Estate Commission, Alabama	3 and D	Reg
Records Commission, County	B	SS (CCR)
Records Commission, State	B	SS (CCR)
Registrars of Elections, Board of Appointment of	D	Admin
Reid State Technical College	N/A	Educ
Reorganization, Governor's Committee on State Government	B	Admin
Retirement System of Alabama, Employees'	3 and C	Admin
Retirement System of Alabama, Teachers'	3 and C	Admin
Revenue, Department of	3	PLE
River Development Authority, Alabama	3	Admin (Rev)
	3	ECD
Safety Coordinating Committee, State	1	Trans
Sanitarians, Board of Registration for	3 and D	Reg
Savings and Loan Board	D	Reg
Secretary of State	N/A	SS
Securities Commission, Alabama	3 and D	Reg
Shelton State Technical College	N/A	Educ
Snead State Junior College	N/A	Educ
Social Security Advisory Board	B	Admin
Social Security, State Agency for	3	Admin
Soil and Water Conservation Committee, State	3 and B	A&I
Solar Energy Research Institute in the Huntsville Area, Committee to Seek the Establishment of	B	ECD
Southern Growth Policies Board	C	ECD
Southern Interstate Nuclear Board	C	ECD
Southern Union State Junior College	N/A	Educ
Southwest State Technical College	N/A	Educ
Sovereignty Commission, State	A	Admin
Space Science Exhibit Commission, Alabama	B	Env Res (CCR)
Sparks State Technical Institute	N/A	Educ
Speech Pathology and Audiology, Alabama Board of Examiners of	3 and D	Reg
Sports Hall of Fame Board	B	Env Res (CCR)
Student Leadership Commission	B	Higher Educ
Surface Mining Reclamation Commission, Alabama	D	Env Res (NR)
Tannehill Furnace and Foundry Commission	1 and B	Env Res (CCR)
Tennessee-Mulberry Waterway Commission	3	ECD

Existing Agency	Type of Transfer	Recommended Agency Assignment
Tennessee-Tombigbee Waterway Development Authority	B	ECD
Tenure Commission, State	B	Educ
Textbook Commission, State	B	Educ
Toll Bridge Authority, State	D	Admin
Toxicology and Criminal Investigation, Department of	3	PLE
Trade School and Junior College Authority, Alabama	D	Admin
Treasurer, State	N/A	N/A
Trenholm State Technical College	N/A	Educ
Troy State University	N/A	N/A
Troy State University — Fort Rucker (Dothan)	N/A	N/A
Troy State University — Montgomery	N/A	N/A
Turnpike Authority, Alabama	D	Admin
Tuscaloosa State Technical College	N/A	Educ
Tuskegee Institute, Board of Commissioners of	D	Educ
Uniform State Laws, Commission on	B	Admin
University of Alabama — Tuscaloosa	N/A	N/A
University of Alabama — Birmingham	N/A	N/A
University of Alabama — Birmingham Medical Schools	N/A	N/A
University of Alabama — Birmingham University Hospital	N/A	N/A
University of Alabama — Huntsville	N/A	N/A
University of Montevallo	N/A	N/A
University of North Alabama	N/A	N/A
University of South Alabama	N/A	N/A
University of South Alabama — Medical School and Teaching Hospital	N/A	N/A
Veterans' Affairs, Board of	C	Soc-Serv
Veterans' Affairs, Department of	3	Soc Serv
Veterans' Training Board	A	Soc Serv
Veterinary Medical Examiners, State Board of	3 and D	Reg
Vocational Education, Alabama Advisory Councils on	C	Educ
Walker State Technical College	N/A	Educ
Wallace, George C., Community College — Technical — Dothan	N/A	Educ
Wallace, George C., Community College — Technical — Selma	N/A	Educ
Wallace, George C., State Community College — Dothan	N/A	Educ
Wallace, George C., State Community College — Selma	N/A	Educ
Wallace, George C., State Technical College — Hanceville	N/A	Educ
Wallace, George C., State Technical Community College — Hanceville	N/A	Educ
Wallace, Lurleen B., State Junior College	N/A	Educ
Water and Waste Water System Personnel, Board of Certification of	3 and D	Reg
Water Improvement Commission	D	Env Res (Health)
Water Resources Research Institute	3	Env Res (NR)
Water Well Standards Board, Alabama	3 and D	Env Res (NR)
West Alabama Environmental Improvement Authority	B	Env Res (Health)
Williams, Hank, Memorial Commission	1 and B	Env Res (CCR)

Existing Agency

**Type
of Transfer**

**Recommended
Agency Assignment**

Women's Commission, Continuing
Women's Hall of Fame, Alabama

B
C

Soc Serv
SS (CCR)

Youth Committee, Alabama
Youth Services Board, Alabama
Youth Services, Department of

A
C
4

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