

Office of Governor Robert Bentley



Administration Accomplishments

2011-2014

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2011-2014

OFFICE OF THE GOVERNOR

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STATE OF ALABAMA

January 14, 2015

To My Fellow Alabamians:

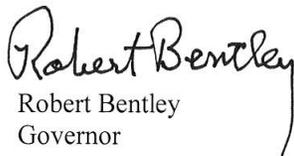
Thank you for taking time to read about the accomplishments from my first term in office. This document reflects the hard work of my Cabinet, staff and thousands of state employees who are committed to serving the people of Alabama. We have compiled this document so that Alabamians can see just how far our state has come since January of 2011.

I am extremely proud of our accomplishments, and I plan to continue on the same path for the next four years. I am committed to doing what is best for the citizens of Alabama and my Cabinet and staff shares that commitment.

Many of these items could not have been accomplished without the partnership and hard work of our outstanding Legislature and its leadership. My administration will continue to work closely with the Legislature as we share the same commitment to improve our great state.

I am honored and grateful to serve as your Governor for the next four years. I look forward to addressing the challenges and realizing the opportunities that await us, and I firmly believe that Alabama's best days are yet to come.

Sincerely,


Robert Bentley
Governor



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Executive Summary

2011-2014

Putting Alabamians Back to Work:

- Jobs Created – During Governor Bentley’s first term in office, his administration has announced more than 63,000 new jobs including partial numbers from 2014 (final 2014 numbers will be released after the publication of this report).
- Alabama’s wage and salary employment is at its highest point since 2008.
- JobLink, Alabama’s free online jobs database, continued to register record-high numbers of active job orders, surpassing the 20,000-jobs mark on several occasions.
- Alabama Small Business Commission was created to serve as an advisory body in formulating policies, encouraging innovation, and discussing issues critical to small businesses.
- *Area Development Magazine* recognized Alabama as the #4 state in the nation for doing business in 2013 and 2014. Alabama has been ranked in the top 5 each year of the Bentley Administration.

Right-sizing Government and Fiscal Responsibility:

- Road to \$1 Billion – More than \$1.2 billion in taxpayer dollars were identified and saved annually during the first term of the Bentley Administration.
- Office of Information Technology - Created to implement compatibility standards throughout the state and employ simple cost-saving measures such as buying in bulk across state agencies.
- State Law Enforcement Consolidation – Increased efficiency in numerous state agencies resulting in savings to taxpayers and increased presence of law enforcement.
- Medicaid Transformation – Development of a regional care organization structure shifting the focus to increasing efficiency and higher-quality outcomes for patients.

Investing in the Future:

- Pre-Kindergarten – A commitment to increased funding for the expansion of the state’s high-quality, voluntary Pre-K education program resulted in thousands of additional students receiving the opportunity and preparation to build a more solid educational foundation for the future.
- Alabama Workforce Council was created to form a bridge between quality educational outcomes and achieving enhanced workforce to meet state industry and business needs.
- Graduation Rate at 86%, which is significantly higher than the target set for the end of the first term of the Bentley Administration.
- Alabama Transportation Rehabilitation and Improvement Program (ATRIP) – The state’s single largest investment in roads and bridges in Alabama history.
- Gulf State Park Improvements – Plans include developing a lodge and convention center that will create a direct and meaningful economic impact.

Listening to the People:

- Governor Bentley made it a priority to visit all 67 Alabama counties to listen to the needs of constituents, local business owners, and elected officials.
- Tornado Recovery – Governor Bentley has taken a hands-on approach to leading the state’s recovery efforts following each natural disaster. Over 4,000 safe rooms have been added to homes and communities with the help of public grant dollars.

- Supporting Alabama Veterans – Created the Alabama Executive Veterans Network (ALAVETNET) to identify and implement opportunities to better serve Alabama service members, Veterans, and their families.

National Service:

- Governor Bentley currently serves as chair of the Interstate Mining Compact Commission. During his term in office, he has also chaired the Southern States Energy Board, Interstate Oil and Gas Compact Commission, Appalachian Regional Commission, where he served as chair two times and the National Governors Association’s Economic Development and Commerce Commission.

Alabama Alcoholic Beverage Control Board

2011-2014



- Since January 2011 and through December 2014, the ABC Board paid all of its operating expenses, distributed more than \$800 million to state and local governments, and continued to fulfill our primary goals of producing revenues, regulation, enforcement, and education about alcohol, tobacco and illegal drug related issues.
- Developed and implemented an education and public awareness initiative, entitled “Under Age, Under Arrest.” To date, more than 4,000 students, teachers, administrators, law enforcement professionals, and locally-elected officials have participated in events held at Aliceville, Foley, Gadsden, Hillcrest, Leeds, McAdory, Prattville, and Sparkman High Schools, as well as Auburn University at Montgomery and Miles College in Birmingham. The initiative is supported by and held in partnership with state and local law enforcement, Mothers Against Drunk Driving (MADD), Students Against Destructive Decisions (SADD), the Alabama Department of Public Health, Alabama Department of Mental Health, Alabama State Department of Education, Auburn University at Montgomery, Alabama Citizens Action Program (ALCAP) and many state and local alcohol awareness and faith-based organizations.
- Reduced utility (electric, natural gas, and water) usage 20% by installing LED lighting in the central office warehouse, re-lamping stores and issuing standard lighting, heating, and cooling procedures for all ABC stores throughout the state. Annual savings of \$168,000 when compared to FY 12 and FY13 energy usage. New and renewal leases were revised to require the landlord to install Energy Star rated lighting, water heaters, electric and gas heaters, sinks and toilets.
- The Moonshine Task Force is a special investigative unit with ABC Enforcement tasked with finding and destroying illegal stills and marijuana fields and arresting offenders. Since its creation, the MTF’s six-man team found and destroyed 27 stills, along with 307 barrels of mash capable of producing more than \$3.8 million worth of illegal spirits over the course of a single year. They confiscated 480 gallons of moonshine and destroyed 409 marijuana plants.
- The ABC Board has been successful in maintaining approximately 3,700 licensee participants in the Responsible Vendor Program (RVP) each year for the past 4 years. The RVP has successfully approved approximately 200 courses for licensees to train their employees on the responsible sale and service of alcohol products. RVP personnel have successfully educated approximately 13,000 individuals on alcohol laws through presentations for schools, civic organizations, and other government entities. The RVP has been successful in producing online tobacco training that allows tobacco permit holders access to all state tobacco laws. RVP personnel have provided education for approximately 3,500 employees that handle tobacco products.
- We began modifying store audits to look at specific product codes to identify possible theft patterns and to ensure proper accounting of cash. It is expanding auditing processes to include

wineries, brew pubs, breweries and distilleries to ensure proper tax payments are being remitted and to ensure adequate controls on alcoholic products.

- Worked with State Personnel to consolidate employee classifications, expedite hiring of sales associates, and the State Finance Director to backfill needed positions.
- The ABC Board has leased a 40,000 square foot warehouse annex near the main warehouse. This additional warehouse space allows holiday items, special orders and bulk items to be stored more adequately and has opened opportunities for product selection expansion. It is also beneficial for supplying national accounts.
- The ABC Board opened 12 new stores to better serve customers across the state. Also, it established seven “Specialty Stores” in large, key market metropolitan cities (Birmingham, Huntsville, Montgomery, Mobile, Auburn, Fairhope and Tuscaloosa). These stores increased product selection by stocking hard to find items from around the world. The Board partnered with industry to train and educate employees with special knowledge of the products in these locations, which led to increased customer satisfaction and consumer demand. Two stores were relocated (Cullman and Montgomery) and two stores were remodeled (Huntsville and Sylacauga) to better serve growing communities.
- A new gravity-fed “pick” module was installed in the warehouse to increase output and reduce the time products sat on delivery trucks, which improved efficiency.
- The Board completed upgrades of Point of Sale software and hardware in all stores. They also successfully evaluated and issued comprehensive software request for proposal, as a service licensing solution, to be awarded via contract by 2015.
- Comprehensive retail dollar “de-list” criteria were developed, passed by the Board, and adopted by industry partners. The criteria improved communication between the ABC Board and its partners. The delist criteria is being considered and/or used by several of our partnering retail control states. We designed a listing presentation worksheet in order to simplify and speed up the listing process that includes sales in other states, trending data, track history of suppliers, listing of business partners, and exit strategies.
- Alphabetized, re-categorized, and cleaned up spelling and descriptions in our printed price list, the *Alabama Wine and Liquor Quarterly*, as requested by the licensees to make searching for products easier in print and online.
- Partnered with industry to create the Distiller’s League of Alabama semi-annual Trade Show to increase licensee turnout and drive incremental sales amounting to more than \$3.5 million in additional revenue per year.
- ABC Enforcement began its transition phase to Alabama Law Enforcement Agency. Enforcement added numerous new responsibilities and is a key component of the newly formed State Bureau of Investigations. At the same time, Enforcement continues to support the ABC Board and will ensure that the needs and functions of the ABC Compliance and License section will be fully supported.

- Additionally, the Board is transitioning their licensing personnel from law enforcement to “compliance” staff. We developed training for the new licensing staff, developed new procedures, and have continued to efficiently perform its service to the State of Alabama with very little, if any, delay in the time it takes to obtain a license.

Alabama Law Enforcement Agency

2011-2014



Overview

- The Alabama Law Enforcement Agency (ALEA) was created by Act 2013-67 and represents the consolidation and realignment of 12 state law enforcement agencies/functions into one entity. The consolidation was completed prior to the law's deadline of January 1, 2015.

Transition & Consolidation – Sworn

- The Agriculture and Rural Crimes Unit (ARCU) was the first unit established as part of the consolidation of state law enforcement agencies and works directly out of the Office of the Secretary of Law Enforcement. The unit is comprised of Alcoholic Beverage Control Board, Alabama Bureau of Investigations, and former Alabama Department of Agriculture and Industries (AGI) Investigators. Since the launch of the unit on June 1, 2013, ARCU agents have investigated over 100 cases leading to 50 felony arrests and the recovery of more than \$2 million in stolen property.
- The State Narcotics Task Force was established in October 2013. Since then, state narcotics efforts have operated under the direction of a Task Force Commander as one unit, which enabled investigators to take a comprehensive approach to their mission, leading to an enhanced utilization of manpower and resources for the State.
- In May 2014, the State Narcotics Task Force played a vital role in the Drug Enforcement Agency's (DEA) Project Synergy, a national synthetic drug takedown resulting in 38 arrests and the seizure of over 200 pounds of synthetic drugs, \$500,000 in cash and bank accounts, and 19 guns.
- An agreement in November 2013 by memorandum of understanding streamlined enforcement efforts of commercial motor vehicles (trucks and buses) travelling through Alabama and alleviated an undue burden on commercial businesses.
- In January 2014, the Protective Services Division was transferred to the Office of the Secretary. The Protective Services Division is comprised of two units – Dignitary Protection and State Capitol Police.
- In July of 2014, the State Bureau of Investigations (SBI) Task Force was formed which streamlined law enforcement investigative efforts for the State of Alabama enabling statewide investigations to be more cohesive and comprehensive. SBI is divided into two main divisions – Major Crimes and Narcotics.
- Alabama Marine Police moved from the Folsom Administrative building to the RSA Criminal Justice Center in September 2014. The move allowed Marine Police administration to become integrated with other ALEA legacy agencies who occupy the CJC.
- In 2014, each of the legacy agencies adopted the geographic divisions and nomenclature of the Alabama Emergency Management Agency and now operates more efficiently and effectively

when responding.

- Realized approximately \$120,000 in immediate cost savings by moving the ALEA Office of the Secretary to the Alabama Criminal Justice Information Center.

Transition & Consolidation – Training

- During the summer of 2014, legacy agency sworn personnel began cross training.
- Act 2013-67 states that the uniformed component of ALEA – Department of Public Safety – will be divided into two divisions, Highway Patrol and Marine Police. Over the past several months, State Troopers and Marine Police Officers learned facets relating to each of the two divisions to provide a more cohesive service to the citizens of Alabama.
- Investigators from legacy agencies have attended a week long cross training that contained components centered on each of the fields or specialties relating to each legacy agency.
- The ALEA Training Academy provides Alabama Peace Officer Standards and Training Commission (APOSTC) basic police officer certification and advanced law enforcement training for state, municipal, and county personnel. A new curriculum has been created including components of legacy agency mission needs to effectively and efficiently train ALEA Troopers, and Special Agents. Additionally, the ALEA Training Academy has approached Wallace Community College in Selma about a possible future partnership to enhance training.
- During the months of October and November of 2014, employee and supervisor trainings were conducted across the state for all legacy agency employees to be familiar with ALEA and State Personnel Department policy and procedures.
- ALEA staff has trained 8,806 state, county, and municipal law enforcement officers in 171 Advanced Law Enforcement Rapid Response Training (ALERRT) classes, accounting for 58% of all Alabama law enforcement officers.
- More than 100 Run, Hide, Fight sessions have been conducted to train Alabama citizens on how to respond to an active shooter in the workplace (15,000 citizens). ALEA worked closely with APOSTC to add active shooter training to the Commission's requirements for all certified officers.

Transition & Consolidation – Information Technology/Citizen Services

- Using staff from existing legacy agencies, ALEA is streamlining IT efforts to provide products and programs internally and externally. By leveraging ALEA IT assets and personnel, ALEA has identified more than \$1 million in long term cost savings.
- Internally, ALEA is transitioning email and phone systems to servers that are housed locally, resulting in a more efficient delivery of services and significant costs savings. In addition, IT personnel are creating an intra-net application that will allow for better internal communication with staff statewide.

- With various products and services available from the 12 legacy agency/functions, the IT staff is diligently working to consolidate and provide more user-friendly products and services. Currently, there are 10 public websites maintained by several vendors – our IT staff is building one comprehensive site that will be maintained using ALEA staff.
- An online boat registration system is currently being developed with a January 2015 implementation date that will streamline the registration process for the citizens of Alabama.
- Outdated computer equipment in the Driver License Division is being replaced across the entire state and the work is scheduled to be completed on or before February 2015. This has immediately enhanced efficiency of driver license services.
- A pilot program utilizing grant funding that would enable citizens to renew their Alabama driver license at a kiosk was tested in 2013 and during the first quarter of 2014. During the pilot phase, 2,547 driver licenses were issued using the kiosk. Currently, the department is in the final stages of testing a new kiosk that will be compatible with a system upgrade that occurred in April 2014. The implementation date for deploying the new kiosks in Mobile, Dothan, Montgomery, Opelika, Tuscaloosa, Birmingham, Decatur, and Huntsville is first quarter of 2015.
- In addition to renewal kiosks, a scheduling system was developed and tested in Dothan. The scheduling system has been expanded and is being deployed to the major markets for further testing.

Law Enforcement and First Responder Support Services

- The Alabama Fusion Center's role in the DEA's Project Synergy was featured on the US Department of Homeland Security's website as a Best Practice. In addition, the Center is an original member of two Human Trafficking Task Forces.
- The State's Geographic Information System efforts have been consolidated and are coordinated through the GIS Program Office in conjunction with the GIS Executive Council.
- Virtual Alabama provides a mapping system for all state and local governments and now has over 41,000 users representing more than 5,000 governmental agencies, departments, entities and schools.
- The Virtual Alabama School Safety System (VAS3) allows every public school to maintain a standardized digital library of its safety plan and provide first responders a uniform response capability for visualizing each school floor plan during emergencies. Partnering with the Alabama State Department of Education (ALSDE), Alabama became the first state in the nation to have all of its K-12 public schools' floor plans mapped digitally (all of Alabama's 136 school districts and over 1,500 schools). In the past year, VAS3 has also expanded to include eight K-12 private schools, nine community colleges and three universities.
- Building upon the success of VAS3, the Program Office established Safe Alabama to expand mapping capabilities to our state's critical infrastructure. In May 2014, Shelby Baptist Medical Center became the state's first mapped hospital.

- The GIS Program Office negotiated and managed a statewide licensing agreement for GIS software that saved state agencies \$1,495,700.
- ALEA spearheaded the effort to create a governance structure to address the interoperable communications deficiencies in Alabama. In 2012, Governor Bentley created the Alabama First Responder Wireless Commission (AFRWC) through Executive Order. The Legislature in 2013 codified that Executive Order permanently creating the AFRWC. The commission is comprised of 28 members representing fire, law enforcement, Emergency Medical Service, and EMA from multiple jurisdictions across the state. The AFRWC's mission is to build and maintain a unified mission critical voice communication system for both state and local first responders.

Alabama Department of Public Safety – 2011-2014

- The 1,178 employees of the Alabama Department of Public Safety continued to provide critical public safety services to the State of Alabama in an efficient manner even though manpower has been reduced by 16.5% over the last three years.
- The Department utilized funding from the Alabama Department of Economic and Community Affairs to obtain advanced radio communications equipment for Special Operations Platoons. The advanced mobile radios will ensure that Public Safety personnel can directly communicate with local counterparts in times of disaster response, therefore maximizing efficiency of multi-agency operations.
- Highway Patrol traffic safety efforts were rewarded by a net reduction of 1,808 crashes, 1,417 fewer persons injured and one less fatality than occurred in 2012. This was accomplished in spite of manpower being reduced by 30 Troopers as compared to 2012. The Division is currently comprised of 443 sworn personnel.
- The Department provided basic training for 120 officers from various police agencies throughout the state at the Alabama Criminal Justice Training Center in Selma.
- The Alabama Department of Public Safety provided tactical support for 13 critical incidents during the year, most notably partnering with Federal, State and local agencies as all worked together to provide for the rescue of kidnapped Ethan Gilman in Midland City, Alabama.
- Troopers detected and confiscated illegal drugs valued at approximately \$470,000.00 being transported to and through Alabama.
- The diligence of civilian personnel serving as driver license examiners resulted in the location of 26 missing persons during the year, and 22 of those located were juveniles who were reunited with their parents and guardians.
- The Driver License Division began implementation of a Rapid Renewal Kiosk Program to expedite services for customers seeking to renew their licenses. This program will result in streamlined services without a decrease in security and is planned for further implementation across the state.

- An electronic queuing and scheduling system for driver license services was developed tested prior to deployment in additional examining stations. This system will aid customers in scheduling their tests and provide for the most efficient use of time and personnel in processing driver license applicants.
- The Alabama Internet Crimes Against Children Task Force conducted investigations resulting in the arrests of 49 individuals for crimes involving the sexual exploitation of children.
- The Missing Children's unit located 17 missing and abducted children during the year, along with 8 missing adults.
- The Department's aviation unit continues to be a nationwide leader in the implementation of Operation Lifesaver, and conducted 56 successful missing person or manhunt missions during the year.
- In 2014, the number of Thanksgiving traffic fatalities in Alabama dropped by 45%.
- All members of the Capitol Police Unit have been fully trained in Advanced Law Enforcement Rapid Response Training and are fully prepared to respond to potential active shooter situations occurring in state facilities. Unit personnel routinely train state employees in the "*Run, Hide, Fight*" program, and work with facility managers to ensure that all necessary preparations are made to reduce the potential for active shooter or other critical incidents.

Banking Department

2011-2014



Safety & Soundness

- In 2011, the Alabama State Banking Department had 115 banks under supervision, which accounted for 97% of the of the bank assets in our state. In 2012, they had 115 banks under supervision, accounting for 96% of the bank assets. In 2013, the department had 116 banks with 96% of the assets. In 2013, Alabama's state-chartered banks managed 96% of Alabama's total commercial banking assets. That's \$218 billion out of total \$227 billion. Right now there are 117 banks under supervision and \$227 billion out of \$237 billion of bank assets in this state.
- In 2011, the Banking Department expanded its ability to enforce the Banking Code against Bank Holding Companies of Alabama Banks. The confidentiality of examination reports and enforcement actions was extended to any actions taken against a holding company. The Code was also amended to require certain notifications to the Department should a change of control occur through inheritance. The Banking Department passed legislation to expand the Department's jurisdiction over subsidiaries and affiliates of bank holding companies in order to ensure compliance with Alabama law and the safety and soundness of Alabama banks. This legislation also gave the Department the right to examine bank service companies, a power that our counterparts at the Federal Deposit Insurance Corporation already had.
- Alabama banks have continued to make progress in recovering from the Financial Crisis. In 2011 the Department had 38 financial institutions under an enforcement action. That number dropped to 23 in 2012 and in 2013 there were only 19 banks under some sort of enforcement action. In 2014 the department had only 13 banks under enforcement actions.
- In the past 4 years, the Banking Department has added seven banks to our regulation. These banks became Alabama state chartered through conversions from national banks or thrifts. The Department has also lost around 9 banks, many through consolidation and merger.
- The Banking Department further significantly revised two regulations, Regulation No. 1 and Regulation No.14. Regulation No.1 concerns investment portfolio guidance and Regulation No. 14 concerns lending limits for state chartered banks. Both redrafts were large endeavors by the department necessitated by lessons learned during the financial crisis.
- The Banking Department has been heavily involved in several very large investigations. Investigations have not typically been the focus of the Department. The financial crisis aftermath contributed heavily to the increase in investigations. The largest of these investigations was done jointly with the Federal Reserve Board in Washington, D.C. It was the first time the Federal Reserve Board has conducted a joint investigation with a state banking department. This particular investigation was successfully concluded in 2014.

Bureau of Loans

- In the Bureau of Loans, consumer protection remains the #1 goal, with now over 9,000 licenses – a 23% gain from last year. As a result of our examinations, Alabama consumers were

refunded \$360,000 in 2011, \$759,000 in 2012, \$302,000 in 2013 and at least \$90,000 in 2014. Each year, the Bureau of Loans has exceeded its expected number of examinations.

- In 2013, the Bureau issued regulation 155-2-4 concerning the Deferred Presentment Services Act. Among other clarifications of the Deferred Presentment Act, the regulation provides for a central database to ensure that licensees are only lending a total of \$500 to each individual as required by the Deferred Presentment Act.

Department of Children's Affairs

2011-2014



Agency-wide Accomplishments

- Development of a comprehensive strategic plan.
- Implementation of a coordinated program management and accountability system.
- Creation of a collaborative leadership team.
- Redesign and redevelopment of web presence.
- Establishment of a partnership with State Department of Education to ensure Pre-Kindergarten is in the highest need school districts so children are prepared for kindergarten, that home visiting programs for parents support school success of children, and that Head Start programs work with local schools.
- Led the administration and implementation of a developmental assessment to meet the Code of Alabama requirement to "adopt a system for measuring school readiness," and assessed more than 17,000 children.

Children First Trust Fund

- Increased accountability of Children First Trust Fund plans of investment by requiring at least 4 performance measures and specific information about number of children served.
- Development of an online reporting system with a format that can provide analytics and breakdowns of each dollar spent.
- Development of an electronic annual report in addition to the traditional paper copy.

Children's Policy Council

- An on-line needs assessment process was developed to more efficiently submit the 67 county reports and better analyze results. The results were presented to the State Children's Policy Council and are available publicly on the DCA website. This is the fourteenth year that the Children's Policy Councils (CPC) from across the state submitted needs assessments to the Alabama Children's Policy Council. The needs assessment serves several very important purposes. It fulfills a legal responsibility of both the county Children's Policy Councils and the Alabama Children's Policy Council. It serves as an avenue for the counties and state to identify the issues that are affecting children's lives and ability to grow into productive citizens. It also gives the members of the council a link to resources and policy makers in local communities and Montgomery.
- The needs assessments was reviewed by agencies and legislators to bring awareness to what is needed and where priorities should be placed and provided for local communication and planning. The 2014 report contains the top twelve issues affecting Alabama's children that were identified in the County Children's Policy Councils, needs assessments from across the state and

recommendations made by the Alabama Children’s Policy Council.

- Attended 116 local CPC meetings to provide development and technical assistance
- Conducted 9 CPC Regional Workshops where 540 children service providers were trained on child abuse and cyberbullying & internet safety.
- Conducted 17 Books, Balls and Blocks Early Child Development screenings where 900 of Alabama’s Children were screened for developmental delays and 76 referrals were made for early intervention or special education services.

Alabama Office of School Readiness

- First Class Pre-K Program administered by the Office of School Readiness (OSR) received the highest quality rating from the National Institute for Early Education Research (NIEER) for the 7th year in a row.
- In 2014, received a Preschool Development grant from the U.S. Department of Education and the U.S. Department of Health and Human Services. The \$17.5 million grant will help enhance infrastructure to provide high-quality Pre-K programs around the state.
- Received a \$10 million increase in state funding, increasing access from 9% of four year olds to 12%.
- State funding has supported the growth of 102 new classrooms bringing the total to 419 First Class Pre-K classrooms. See chart below for yearly growth.

Budget Year	State Appropriation	Number of First Class Pre-K Classrooms	Number of Students in First Class Pre-K	Number of Eligible Children	% of Eligible Children in First Class Pre-K
2005--2006	\$ 4,326,050	57	1,026	60,002	1.7%
2006--2007	\$ 5,369,898	59	1,062	60,565	1.8%
2007--2008	\$10,000,000	128	2,304	62,354	3.7%
2008--2009	\$15,490,831	185	3,330	59,803	5.5%
2009--2010	\$18,376,806	215	3,870	61,093	6%
2010 – 2011	\$18,376,806	217	3,906	62,104	6%
2011 – 2012	\$19,087,050	217	3,906	62,104	6%
2012 – 2013	\$19,087,050	217	3,906	59,987	6.5%
2013 – 2014	\$28,624,146	311	5,598	60,665	9%
2014-2015	\$38,624,146	419	7,542	60,665	12%

- Awarded enhancement grants of \$125,000 to existing First Class programs to increase program quality.
- Intervention funds of \$420,000 were provided to Wilcox County so all four year olds in Wilcox County have the opportunity to attend pre-K.

- Established and expanded regional managers, coaches and monitors to accommodate the needs of 102 new classrooms.
- Based on First Class grant applications, statewide data, and childcare engagement data, DCA established a partnership with Department of Human Resources (DHR), Alabama Partnership for Children and Alabama School Readiness Alliance to grow the number of private childcare centers which meet high quality standards and are ready to become part of the First Class Pre-K network.

Professional Development

- Provided over 3,000 hours of individualized regional professional development to pre-K teachers all over the state.
- A 2014 Pre-K Conference hosted nearly 1,500 preschool teachers and administrators and provided professional development over a 3-day period in Montgomery. This is an increase of over 500 participants from 2013.
- Partnered with the Alabama State Department of Education, Auburn University and the University of Alabama at Birmingham to provide training to First Class teachers, coaches and monitors.
- Collaborated with the State Department of Education to spread the known quality standards to Pre-K classrooms in public schools funded by other sources than DCA.
- Developed and implemented the Alabama Reflective Coaching model which is used with all First Class programs to support the professional development growth of each teacher. This model will be shared with other state agencies to increase quality teaching and learning in child care programs.
- Expanded professional development opportunities to include more online training for teachers, coaches and monitors.
- The DCA Assistant Director was selected as a fellow in the inaugural class of the National Center on Enhancing Early Learning Outcomes (CEELO) Leadership Academy.

Evaluation

- A longitudinal research project, First Class Impact Study, continues in partnership with the University of Alabama at Birmingham and the Public Affairs Research Council of Alabama (PARCA).
- The department expanded the training and use of the state assessment tool, *Teaching Strategies GOLD®* to over 360 new teachers.
- Piloted *Teaching Strategies GOLD® Kindergarten Entry Assessment (KEA)* Survey in 2013. KEA is an authentic observational system for assessing children in the first 45 days of kindergarten.

- Partnered with the Alabama State Department of Education to collect data at kindergarten entry of children’s experiences with preschool and home visiting programs.
- A survey of more than 2,300 parents of children attending First Class Pre-K noted they were either satisfied or very satisfied with the program (98.2%), teacher-child interactions (98.5%), parent-teacher interactions (98.0%), and classroom instruction (98.7%). Less than 1% believed their child did not make any progress in social skills, independence, language, math, creativity, and enthusiasm.
- Through a partnership with the Alabama State Department of Education, the Office of School Readiness assisted in establishing an audit tool for pre-K programs funded through Title I funds.
- A longitudinal research project, *Alabama First Class Impact Study*, was launched in partnership with the University Alabama at Birmingham and Public Affairs Research Council of Alabama (PARCA). The impact study involved over 35 classrooms and a total of over 1,600 children. An Evaluation Subcommittee was formed that consists of staff from Alabama College and Universities, state agency representatives, and representatives from various community agencies across the state, currently 20 members. Results of the most recent PARCA report are:

2013-2014 First Class Pre K Student Outcomes
<ul style="list-style-type: none"> • Alabama First Class Pre-K students consistently over time and across grades score higher in reading and math than students who did not participate in First Class Pre-K.
<ul style="list-style-type: none"> • Alabama First Class Pre-K children consistently over time and across grades miss fewer days of school than students who did not participate in First Class Pre-K.
<ul style="list-style-type: none"> • Alabama First Class Pre-K students consistently over time and across grades are less likely to need special education services than students who did not participate in First Class Pre-K.
<ul style="list-style-type: none"> • Alabama First Class Pre-K students consistently over time and across grades and are less likely to repeat a grade than students who did not participate in First Class Pre-K.
<ul style="list-style-type: none"> • Additionally, the benefits of Alabama First Class Pre-K were even more pronounced for children from low-income families. Reports from the Public Affairs Research Council of Alabama indicated that First Class Pre-K participation closed the achievement gap for lower income students by an average of 25 percent by third grade.

2011 - 2013:

- Student outcomes analyzed in first statewide outcomes study for Alabama pre-k. Results indicated that First Class Pre-K consistently and over time has a significant positive impact on measures of student success.
- PARCA reported First Class Pre-K had the highest impact in highest need areas, where up to 29% of achievement gap is closed.
- The DCA identified and implemented a statewide assessment tool for Pre-K children in the department’s Pre-K programs, many Head Start programs and many Title I programs. DCA also produced a state umbrella license for all programs to receive reduced rates in training and subscription costs.

- A 2013 Pre-K Conference hosted nearly 1,000 preschool teachers and administrators and provided professional development over a three day period in Montgomery.
- Developed and implemented an online learning community for early childhood professionals to share resources, blogs, videos, and educational tools.
- Developed a strategic plan for the Office of School Readiness based on input from Pre-K sites and stakeholders throughout state. This plan implemented performance measures around strategies in the plan.
- Completed annual assessment and reports for public information and program improvement guidance.
- Created advisory and evaluation committees and task force.

First Teacher – Alabama’s Home Visiting Program

- Made over 15,000 visits to children and families in counties deemed most at-risk based on a needs assessment. First Teacher is a voluntary program, and the number of home visits is a reflection of the need and desire for the services offered. Because all of the home visiting services are funded through a federal grant, no state dollars are required for the nearly \$12 million program that serves 43 of Alabama’s neediest counties.
- Held second annual Home Visiting Conference in partnership with DHR and included an Infant/Toddler Academy. All grantees of the department as well as all home visiting programs throughout the state were invited along with childcare providers throughout the state. Approximately 500 were in attendance. The third annual Home Visiting Conference and Infant/Toddler Academy will be held August 25-27, 2015. Once again, First Teacher will partner with the Department of Human Resources for this event.
- Alabama was selected as the state that has done the best job of retaining staff and families in home visiting. As a result, First Teacher was asked to present a session at the joint regional conference for Regions IV and V in September 2014.
- Selected for a poster presentation at the Association of Maternal and Child Health annual conference in January 2014. Additionally, First Teacher has been selected for another poster presentation at the Association of Maternal and Child Health annual conference in January 2015 based on the work done in continuous quality improvement.
- Received a competitive expansion grant. The grant is a research grant to cover expansion of home visiting into an additional thirty counties, bringing home visiting to a total of 43 counties. The amount of the grant is \$6,879,945 per year for three years for a total of over \$20 million. The 30 counties selected for implementation of the grant are the thirty counties deemed most at risk by the needs assessment.
- In addition to being the state office for Parents as Teachers, First Teacher became the state office for Home Instruction for Parents of Preschool Youngsters USA. As a result, Alabama will have access to greater resources and opportunities for home visitors. Both the Parents as

Teachers national staff and HIPPY USA staff participated in and conducted training at the home visiting conference.

- Began administering the funds appropriated for HIPPY programs through the Education Trust Fund. For the first time, a formula was utilized to fund the programs so that each program was funded in an equitable manner. Additionally, each HIPPY program funded with ETF dollars is now required to assess progress made by the children from the beginning of the year to the end of the year.
- Began work on a set of core competencies for all early childhood professionals. These core competencies will assist in determining training and professional development needs and will bring a standard set of competencies to the early childhood arena. At a minimum, they will apply to home visiting, Pre-K, Head Start, and childcare professionals.
- Developed a Continuous Quality Improvement plan for home visiting. There is a state CQI team as well as local teams that meet regularly. Data collected in a web-based system is used to help identify areas needing improvement. Each local team selects the need it sees at most important and develops a plan, in conjunction with the state team, to bring about improvement.

2011-2013:

- As a result of the department's efforts, the Community Partnership Award was presented by Easter Seals West Alabama, a grantee of First Teacher.
- In its first year of providing home visiting services, First Teacher made over 7,000 visits to children and families in counties deemed most at-risk based on a needs assessment. The goal was 500 home visits during the first year. First Teacher is a voluntary program, and the number of home visits is a reflection of the need and desire for the services offered. Because all of the home visiting services are funded through a grant, no state dollars are required for the nearly \$3.5 million program that serves thirteen of Alabama's neediest counties.
- First Teacher held its first Home Visiting Conference for all grantees of the department as well as all home visiting programs throughout the state. Approximately 200 were in attendance.
- An article, "Assessing Statewide Needs for Home Visiting in Alabama: A Mixed Methods Approach," was accepted for publication in the Maternal and Child Health Journal.
- The department became the State Office for Parents as Teachers. As a result, Alabama gained access to greater resources and opportunities for home visitors.
- In January 2013, Alabama First Teacher presented at the 3rd Annual Pew National Home Visiting Summit in Washington, DC (one of the two states invited to make a presentation)

Alabama Head Start State Collaboration Office (HSSCO)

- Alabama received \$119,127,435 in federal funding that went directly to 29 grantees that served 18,300 children, up to age 5, in 912 Head Start classrooms.

- Completed annual needs assessment survey with Head Start grantees to identify and develop a strategic work plan for 2014 – 2015.
- Submitted annual refunding application to the Department of Health and Human Services for continuation of the Alabama Head Start Collaboration Office for 2014 – 2015.
- Facilitated growing and blending 28 new Head Start classrooms to be First Class Pre-K, bringing the total to 84 Head Start classrooms receiving state Pre-K funding. Head Start now represents 20% of the Pre-K delivery system.
- Partnered with the Alabama Partnership for Children (APC) to fund a study on the economic impact of early care and education (ECE) on Alabama’s economy. Significant findings from this report indicated the ECE industry provides over 24,000 jobs to Alabamians, allows over 200,000 parents to go to work each day and has a \$1.03 billion impact on our state’s economy.
- Partnered with the Department of Public Health to provide fluoride varnish treatments for over 741 Head Start children and 75 Early Head Start children.
- Facilitated the model partnership in Selma between Head Start, State Pre-K and Selma City Schools. This partnership at Byrd Elementary has braided the 3 funding sources, thus creating higher salaries for Head Start teachers and providing Head Start comprehensive services to all 300 children enrolled in the program.
- Supported the pilot study of the Quality Rating and Improvement System (QRIS) by involving 21 Head Start centers in the study. Worked with the Department of Human Resources to revise and implement recommendations from the pilot. The QRIS is scheduled to begin in 2015 and is designed to improve licensed child care programs.
- Worked with postsecondary faculty to offer more infant/toddler coursework that will support the workforce needs of Early Head Start Programs.
- Coordinated a one-day training event to develop partnerships between Head Start and other child care programs. The event – “Coming Together to Build Partnerships” – was attended by 85 participants interested in using the model of Early Head Start in their infant/toddler programs.

2011-2013:

- A new brochure about the duties and functions of the Head Start Collaboration Office was developed to share with state legislators and partnering agencies.
- HSSCO partnered with the Office of School Readiness (OSR) and the State Department of Education (SDE) to identify Head Start children prior to kindergarten entry through the development of a Preschool field in I-NOW.
- The Office of School Readiness identified and adopted a statewide assessment tool for use with all Pre-K children—Teaching Strategies GOLD. Twenty-four Head Start grantees adopted GOLD and agreed to join the umbrella license of the Department of Children’s Affairs. This tool can assess the school readiness of over 10,000 Head Start children and 6,000 First Class Pre-K

children. This initiative was funded by blending Head Start State Collaboration monies and state Pre-K funds.

- Facilitated growing and blending 32 Head Start classrooms to be state Pre-K classrooms. Head Start represented 23% of the state Pre-K diverse delivery system.
- The Collaboration Office and the Alabama Department of Postsecondary Education produced a “Workforce Partnership in Early Childhood.” The meeting on April 26, 2013, brought together Head Start directors and faculty from 2-year and 4-year institutions and child care training agencies (DHR). Seventy-six people attended the event and identified 3 priority areas to mesh into work objectives for 2013-2014:
 - Articulation agreements between 2-year and 4-year institutions to accept the Associate of Applied Science degree in Child Development
 - Identifying non-certification Bachelor of Science degrees in early childhood/child development.
 - Implementing more courses in infant/toddler development to prepare the child care and Head Start work force.
- The HSSCO partnered with the Alabama Department of Public Health and the Alabama Academy of Pediatrics to offer training on “Early Brain and Child Development: The Effects of Toxic Stress on Children and Families.” Training was offered in four locations in the state with 57 participants.
- Data on dental homes for Head Start children was shared with Sherry Goode from the Department of Public Health who serves as the Head Start dental hygienist liaison. Fluoride Varnish treatments were provided to over 556 Head Start children through a partnership with the pediatric dentistry residents at the UAB Dental School.
- On September 10, 2013, the National Resource Center for Healthy Marriage and Families offered training to Head Start Family Service advocates on the importance of healthy adult relationships as a support for children’s school readiness. Twenty-six participants received a training manual as well as multiple resources to use with parents. Participants were given contact information on Alabama Healthy Marriage and Relationship Partners that can provide on-site training to Head Start parents.
- The HSSCO partnered with the State Department of Education (SDE) to offer training on the McKinney-Vento Act. The training was conducted by the SDE Homeless Liaison Jan Murray and identified LEA liaisons that can work with Head Start programs.
- Developed memorandum of agreement between state agencies to provide services to Head Start children with disabilities.
- Organized training on all assessment tools to be used in a Quality Rating and Improvement System (QRIS).

- Assisted in development of state pilot project for QRIS by serving on the QRIS Work Group.

Department of Commerce

2011-2014



Business Development

- Professional Recognition: Area Development Magazine recognized Alabama as the #4 top state for doing business in 2013 and 2014. Alabama has been ranked in the top 5 each year of Governor Bentley's administration.
- *Area Development Magazine* awarded Alabama the Golden Shovel Award in 2013 and the Silver Shovel Award in 2014. These awards are noted for having achieved significant success in job creation and economic impact.
- *Expansion Solutions Magazine* gave Alabama a "Top 5 Award for Excelling" in 2012 for recruiting, retaining, and assisting companies in the aerospace and defense sector.
- Signature Projects: The recruitment division has been involved and helped win several signature projects in the last four years.
 - Most recently, Remington Arms announced 2,000 jobs for a location in Huntsville. This project was noted nationwide and will prove to be a benchmark for the arms industry's realignment in the U.S.
 - Airbus announced 1,000 jobs in Mobile in 2012. Most importantly, this is a targeted industry for Accelerate Alabama and is one of only a few large Original Equipment Manufacturer aircraft assembly plants in the world. This project will anchor economic development in aerospace for many years forward.
 - Golden Dragon Copper Tubing plant in Pine Hill was a breakthrough in locating a substantial economic development project in the rural Black Belt area of the state.
- During Governor Bentley's first term in office, his administration has announced more than 63,000 new jobs including partial numbers from 2014 (final 2014 numbers will be released after the publication of this report).

Small Business Advocacy

- Presenting sponsor for the "Small Business Resource Fair" during the "2014 Business Expo" – (August 27, 2014) – The Mobile area's largest business-to-business trade show.
- Sponsor – "2014 Alabama Micro Enterprise Network Conference" – (October 28, 2014) – Montgomery, AL.
- The Black Belt Commission (BBC) – Small Business Committee – This working committee was responsible for regular conferences and/or workshops/seminars that provide information and technical assistance to small businesses in the Black Belt.
- Governor's Small Business Task Force Member – responsible for planning and implementation of Alabama Small Business Commission and Advisory Committee.

International Trade

- Twelve statewide trade and business development missions took place from 2011-2014 with 83 Alabama companies participating. Destinations to 21 countries included those in: Asia, Central and South America, Eastern Europe, North America, the Middle East, the Nordic region and the Benelux countries. Expected sales totaled some \$70 million.
- Governor Robert Bentley formally recognized a total of 32 Alabama businesses for excellence in exporting.
- Over 3,000 foreign market linkages were provided to Alabama companies for potential overseas sales for the period of 2011 to 2014.
- Some 190 export focused workshops, seminars and conferences with over 9,400 participants that included small and medium sized Alabama businesses were conducted by the Alabama Department of Commerce International Trade Division and the Export Alabama Alliance.
- Alabama exports totaled \$17.93 billion in 2011 and \$19.29 billion in 2013, representing an increase of 7.6% from 2011 to 2013.
- Alabama exports have continued to grow, rising from \$14.37 billion in January-September 2013 to \$14.6 billion in January-September 2014, an increase of 1.59%.

Alabama Film Office (AFO)

- In a ten year period (2000-2010), only 14 movies and television projects were filmed in Alabama. By comparison, in the next four years under Governor Bentley (2011-2014), 25 movies were filmed in Alabama, along with 10 full season reality shows. These numbers only include projects that filed for incentives. (There are many television episodes, commercials and independent films that we do not have numbers on).
- AFO successfully pushed for a law increasing the annual cap on incentives from \$10 million in 2010-2012; to \$15 million for 2013 and 2014; then \$20 million for 2015 and thereafter.
- Feature films have drawn A-List actors to work in Alabama including: Robert DeNiro, Oprah Winfrey, Nicolas Cage and Bruce Willis.
- \$128.9 million was spent on production budgets in Alabama in the last four years. It is worth noting that \$42.7 million of the \$128.9 million was brought here by in-state film producers (Erwin Brothers of Birmingham; Mudbrick Media of Mobile; and Scott Lumpkin of Fairhope).
- Over 8,000 film production related jobs were created during the last four years.
- Over 3,000 Alabama based vendors were hired to work on movie and/or TV film sets in the last four years.

Alabama Industrial Development Training (AIDT)

- Successfully merged AIDT into the Department of Commerce to create a more streamlined process of business recruitment.
- Project numbers: AIDT has implemented 238 new projects, trained for 607 different types of jobs with 40,989 new hires.
- Completion of the AIDT/Airbus Aviation Training Center and the launch of the Airbus employee recruitment process for new employees in Alabama.
- Completion of Phase 2 of the Robotics Technology Park in Limestone County and securing the funding to build Phase 3, the final Phase of the park.

Department of Conservation

2011-2014



State Lands

- Developed and obtained approval for grants totaling over \$40.5 million in Coastal Impact Assistance Plan funding in coordination with academic institutions, local coastal governments and the public.
- On behalf of the Forever Wild Land Trust, acquired 29 additional land tracts for public access totaling approximately 23,000 acres distributed across 15 counties.
- State Lands Division, along with the Tuscaloosa-based Black Warrior Retriever Club, hosted the 2012 Master National Hunt Test – the largest sporting-dog event ever held in North America – at the Barnett M. Lawley Forever Wild Field Trial Area near Greensboro in Hale County. This event alone registered over 700 dogs and attracted thousands of visitors and competitors from across the nation and Canada. This venue subsequently attracted two additional national contests, the U.S. Championship and International Armbruster. Overall, the facility has hosted more than 90 trial/hunt test events bringing thousands of visitors to Alabama’s Black Belt region.
- Developed over 30 miles of mountain biking trails on the Doug Ghee Forever Wild Coldwater Mountain Nature Preserve and Recreation Area. This trail system has been featured in national magazines as a premier mountain biking destination in the Southeast. Studies suggest this trail system could have up to a \$3.5 million economic impact in the nearby cities of Anniston and Oxford during the phased construction. Once the more than 60 miles of trail is complete, estimates indicate that the annual economic impact to region could reach \$5 million.
- Initiated implementation of a 19-mile canoe trail system at the Perdido River Wildlife Management Area in Baldwin County.
- Constructed a 1,000 foot boardwalk and viewing platform at the Grand Bay Savanna Community Hunting Area in Bayou La Batre, Mobile County.
- Continued the management, planning, and implementation of recreational programs on Forever Wild tracts, achieving “National Recreational Trails” designation for 9 recreational trail systems on Forever Wild Land Trust properties.
- 5 Rivers Delta Resource Center in Spanish Fort, Alabama which serve as a gateway to outdoor recreation, conservation education and land stewardship in the Mobile-Tensaw River Delta, has hosted more than 235,000 visitors.
- Weeks Bay National Estuarine Research Reserve, which is a part of a national network of coastal reserves promoting informed management of estuarine and coastal habitats, has hosted more than 80,000 visitors.

- Continued to coordinate Annual Alabama Coastal Cleanup events. At the recent 2014 community event, 5,214 volunteers removed 55,000 pounds of marine debris.
- Developed and launched on OutdoorAlabama.com a user-friendly interactive map providing information to the public about opportunities to enjoy Forever Wild Land Trust Nature Preserves and Recreational Areas, Wildlife Management Areas, State Parks and other recreational offerings on public lands. This interactive map received a Special Achievement in GIS (SAG) Award at the 2013 Esri International User Conference.
- Established ability for the public to access and search information on the State Land Resource Information Database detailing lands owned by State departments, agencies and institutions through a link on OpenAlabama.gov.
- Coordinated the 25th Annual Alabama Coastal Cleanup with a record breaking number of 5,094 volunteers removing 208,000 pounds of marine debris.

State Parks

- In 2014, First Lady Dianne Bentley made a “bucket list” of things to do at Alabama State Parks to celebrate the 75th Anniversary and promote our state park system.
- Design and construction for new recreation trails were started for three parks: Lake Guntersville, Oak Mountain, and Chewacla state parks.
- Three recreational trails grants were submitted and awarded, totaling about \$650,000: Almost \$500,000 to design and develop off-highway-vehicle (OHV) trails and trailhead facilities at Lakepoint State Park; \$100,000 for mountain biking trails at Lake Guntersville State Park; and approximately \$50,000 for trail construction and maintenance equipment for the northwestern district.
- An Economic Impact Study was initiated through the University of Alabama, demonstrating an annual impact of about \$375 million.
- Trip Advisor gave its Certificate of Excellence Award to nine state parks.
- Buck’s Pocket: Damage from the April 27, 2011 tornado was repaired by park employees and volunteers.
- Blue Springs: A new playground donated by the Porter Trust was completed
- Cheaha: An Indian artifacts museum was opened in 2012 with a lifetime of artifacts contributed by a professor at a local university. A Civilian Conservation Corp (CCC) museum was also opened in 2012. New primitive campsites and a comfort station were added.
- Chewacla: A mountain bike pump track was opened in 2013. RV campsites were upgraded and a comfort station was added.

- DeSoto: A CCC museum was opened in July of 2013. A backcountry trail and camping area was opened in 2012. Repairs to 2013 tornado damage at DeSoto State Park were initiated and completed.
- Frank Jackson: The park trail system was expanded and bridged over water sections by the local Trail Masters Association with help from a grant from the Alabama Department of Economic and Community Affairs. A new playground and primitive campsite were added.
- Gulf: A new campground swimming pool was opened in 2011. A new park nature center and amphitheater were opened in 2012. A concessionaire-operated Zip Line was installed in 2012 as an eco-tourism attraction.
- Lake Guntersville: Repairs to the park after the April 27, 2011, tornado were completed in 2013. Several cabins were replaced, a chalet was replaced, campground bathhouses were replaced, and the lodge and most other facilities of the park suffering damage were repaired. The park hosted the 2014 Bass Masters Classic fishing tournament.
- Lakepoint: The park hosted the annual Southeastern Association of Electrical Workers union in 2012.
- Meaher: Two new camping cabins were added.
- Monte Sano: New park office opened in 2013 to replace the office that was destroyed by fire. A CCC museum was also opened on the park.
- Oak Mountain: The mountain bike trail was expanded in 2011 to include bridging one of the park lake's dam. A new mountain bike pump track was installed in 2012.
- Paul M. Grist: A walking bridge was installed over the lake dam to allow completion of the trail system around the park lake. Repairs to facilities damaged by a March 13, 2012, tornado were completed.
- Joe Wheeler: A portion of the golf cart paths were renovated in 2012 with a 50/50 ADECA grant. Total turf renovation of the golf course was completed.
- Wind Creek: A portion of the campground is currently being renovated in a phased construction plan to enlarge campsites and upgrade electrical and other utilities. New deluxe RV campsites were added.

State Parks – Natural Resources Section

- Implemented and finalized the first phase of the Coastal Improvement Assistance Plan (CIAP) at Gulf State Park, which addresses longleaf pine restoration, exotic plant control, firebreaks and trail designation. The second phase of this project will begin in 2015.

- Implemented a site and tree restoration plan to plant 19,000 longleaf pines and 450 larger mixed trees adjacent to the campground within the wildfire-damaged zone at Gulf State Park. Project began in 2011 and was completed in the winter of 2012.
- Designed and implemented a Wildland Fire Management Plan in a cooperative effort with the cities of Orange Beach, Gulf Shores and the Alabama Forestry Commission in relation to wildfire or prescribed fire within Gulf State Park. This plan was finalized in 2011.
- Planned, designed and implemented the restoration of 365 acres of forest at Wind Creek State Park through a grant cooperative agreement with the National Wild Turkey Federation and a local agreement with Quail Forever on 65 acres. This program began in the fall of 2011 with thinning/manipulation of the sites and finalized in 2013 with the first steps in wild turkey and quail habitat restoration. Tornado damage in a portion of the site has also been restored.
- Planned and restored 135 acres of tornado damaged timber at Paul M. Grist State Park. This will facilitate a plan to restore longleaf pine within a large part of the upland slopes within the park and to convert the sheltered coves to mixed hardwood.
- Finalized and implemented a plan to streamline the bow hunting opportunity at Oak Mountain State Park in 2011. This resulted in a seamless process working with the Bowhunters of Alabama as part of urban deer control.
- Planned and finalized a trails plan with Birmingham Urban Mountain Peddlers for the restoration of and construction of new mountain bike trails at Oak Mountain State Park. This led to an IMBA (International Mountain Bicycling Association) designated system as well as a National Trails designation in 2012. These cooperative efforts were coordinated through a grant cycle administered through ADECA.
- Designed and implemented a trails mapping project for Oak Mountain State Park that captured trail data through GPS application which will be used by and offered to the general park visitor as an interactive format. This format will be implemented in other parks and will be available on line to the public through the parks website.
- Designed and implemented memorandum of understanding (MOU), with Auburn University's School of Forestry and Wildlife in regard to forest management projects and forest education at Chewacla and Wind Creek state parks. Designed and implemented MOU with Alabama A&M pertinent to assisting with prescribed fire and forest education within several Alabama State Parks. Designed and implemented an MOU with The Nature Conservancy of Alabama in relation to prescribed fire assist and forest management at Oak Mountain, Gulf and Chewacla state parks.
- Designed and implemented a campground tree planting/restoration project at Lake Guntersville State Park post-tornado. This is the first part of a larger forest restoration plan which will address the golf course and other parts of the park's forest impacted by the tornado of 2011. This program began in 2012 and will be on-going.

- Planned and implemented a management plan for vegetation on four dam sites at Oak Mountain State Park. This project began in 2014 and will finalize in 2015.
- Planned and hosted the Southeastern State Parks Programs Seminar Winter 2011 at Lake Guntersville State Park. This seminar brings together Parks Administrators, Resource managers and Operations personnel from thirteen Southeastern states.

Wildlife and Freshwater Fisheries

Administration

- The Landowner Incentive Program, through the Alabama Division of Wildlife and Freshwater Fisheries, has cost shared with landowners to restore and manage approximately 8,700 acres of longleaf pine habitat on private lands. Approximately 2,800 acres of longleaf pine habitat will be restored this upcoming planting season.
- State wildlife grants are used to support various research and species restoration efforts, including reintroduction of the federally threatened Eastern Indigo Snake; distribution, abundance, health assessment of the Gopher Tortoise; support of the Alabama Aquatic Biodiversity Center; comprehensive examination of Black Bear ecology and management in Alabama; Aquatic Snail Survey of Alabama; Crayfish Survey of Alabama; Inventory and Conservation on selected state properties and the implementation and revision of the State Wildlife Action Plan.

Enforcement

- Addressed unregulated harvest of native turtles by commercial interests who marketed these animals overseas. After considering the potential impact of this harvest, the Law Enforcement Section worked with biologists and commercial turtle farmers in crafting regulations to allow the farm production and sale of these animals without danger to the public resource.
- Continued cooperative working / training arrangements with other state agencies for increased effectiveness in responding to emergencies including participation in the Alabama Department of Public Health Strategic National Stockpile program, which distributes medical supplies, antidotes and vaccines in the event of disease pandemics or terrorists strikes.
- Deployed approximately 95 officers over period of months to areas devastated by tornado outbreak in April 2011. Conservation Officers served in various public safety roles augmenting numerous local agencies.
- Trained all APOST staff in Active Shooter response to better safeguard the public.
- Outfitted all APOST staff with .223 caliber rifles through Federal 1033 program (at no cost to the State) to better meet the needs of Active Shooter response and better safeguard the public.
- Outfitted all APOST personnel with laptop computers. Transitioned all personnel to electronic reporting/financial report submission. This action was aimed at increasing efficiency.
- Reorganized legal inspection/oversight/accounting of commercial deer breeding industry to keep pace with potential threat hazards to native resources.

- Revised regulation to better control illegal transport/release of feral swine, which cause significant damage to agriculture, competition with native wildlife resources, destruction to habitat, and serve as a reservoir for disease to domestic livestock.

Fisheries

- Fisheries Section Programs such as community fishing events, fishing classes, casting classes, Creek Kids and aquatic education presentations directly reached 94,419 children and adults.
- Enhancements and repairs were completed to 112 public boating access areas. Two new boating access areas were completed in order to provide additional access on Alabama's public waters.
- The Aquatic Nuisance Plan for Alabama was tentatively approved by the Federal Aquatic Nuisance Species Task Force. Permanent approval is pending a few modifications to the Plan and is expected in early 2015.
- The Alabama Department of Conservation and Natural Resources began selling its new "Freshwater Fishing" vehicle license plate in May 2014. The license plate depicts a largemouth bass, the state's official freshwater fish species. Proceeds from the sale of the tag will support habitat enhancement, aquatic wildlife species protection and restoration, aquatic education, bass genetic research, sport fish disease research and sport fish stockings.
- From FY 2011 to present, over 15,000,000 fingerling sport fish have been stocked into public fishing waters of Alabama through the Wildlife and Freshwater Fisheries Division's Fish Hatchery Program. The fish species that were stocked included Florida strain largemouth bass, black crappie, Gulf strain striped bass, hybrid striped bass, bluegill and redear sunfish, channel catfish, rainbow trout, southern walleye and smallmouth bass.
- In FY 2011, the Wildlife and Freshwater Fisheries Division's Alabama Aquatic Biodiversity Center (AABC) was officially opened. This facility, near Marion, was established at the location of the former USGS Claude Harris National Aquaculture Research Laboratory, which was closed in 1995. The mission of the AABC is to conserve and restore rare and endangered native freshwater mollusks (mussels and snails) in Alabama waters. AABC is the largest state-run non-game recovery program of its kind in the U.S. Since the official opening, the staff of the AABC have propagated, reared and released over 38,000 aquatic snails and nearly 19,300 freshwater mussels from 17 species that are of special conservation concern. Additionally, AABC personnel have assisted research efforts at several research institutions, including Auburn University, the University of Alabama, and the Smithsonian Institution and have also partnered with border state resource agencies (GA, MS, and TN) to coordinate regional recovery activities for many species that historically occurred in multiple states.
- The Alabama State Public Fishing Lakes Program comprises 23 public fishing lakes in 20 counties throughout the state. Over the last 4 years a total of 451,525 anglers harvested 942,580 fish from these lakes.
- The Fisheries Section, along with support from the Information and Education Section, produced a series of Sport Fish Pond Management videos. They were produced to serve as an educational guide for Alabama pond owners and managers seeking advice regarding fish pond management.

Wildlife

- The Wildlife Section currently operates 35 Wildlife Management Areas. Since early 2011, one area (privately owned land) was withdrawn from the system; however, the overall acreage in the system has remained unchanged. This has been primarily due to land purchases by the Forever Wild Land Trust and by the Division of Wildlife and Freshwater Fisheries. The main activity on the management areas is deer and turkey hunting. Other activities include small game hunting, trapping, fishing, hiking, picnicking, camping, and nature study opportunities.
- The Wildlife Section created a technical assistance team to assist private landowners with game management.
- The Division provides numerous opportunities for youth participation in hunting. The youth dove hunting program continues to be very popular and remains fairly stable. Annually, the number of hunts offered is about 50 and usually occurs in approximately 30 counties. Normally, well over 1,000 youth participate. This is a cooperative effort with private landowners and other sponsors. The goal is to provide youth an opportunity to experience hunting in a positive atmosphere. Youth hunting opportunities are available on the Wildlife Management Areas for deer, turkey, and waterfowl as well as statewide for deer and waterfowl.
- The Hunting Trail for People with Physical Disabilities continues to be well received and has increased from 17 to 20 sites throughout the state. The sites are well used by residents but also attract non-resident hunters. This program provides individuals with physical disabilities opportunity to hunt in an environment designed to meet their needs.
- The Wildlife Section of the Division of Wildlife and Freshwater Fisheries works cooperatively with Auburn University to develop and conduct research projects related to fawn survival and recruitment, deer mortality rates and movement, coyote movements, and feral hog management. The Wildlife Section has also contracted with Auburn University for an Eastern Wild Turkey Demographics Study to estimate regional age-specific survival and recruitment rates of eastern wild turkey on public and private lands, sex-specific harvest and other mortality rates needed to effectively manage Alabama's wild turkey populations. These projects provide beneficial information resulting in accurate management decisions the department continues to provide Alabama hunters with excellent hunting opportunities.
- Approximately 5,000 man-days were devoted to providing technical assistance to private landowners, corporations, hunting clubs and government agencies. Biologists made contacts and provided on-site inspections, prepared management plans, and conducted various other management outreach activities to enhance management of Alabama's wildlife resources.
- Wildlife Section employees provided assistance to many other government agencies to monitor the impacts of the 2010 BP oil spill in the Gulf of Mexico. These efforts were conducted through the U.S. Fish and Wildlife Service's Natural Resource Damage Assessment Program. The results of the monitoring process are being used to mitigate the damages caused by the oil spill.
- Through a partnership with the Department of Tourism, a statewide system of birding trails was developed that will enhance nature tourism and local visitors' recreation and education. This included six new trails in regions of the state previously without birding trails. The new areas include the Appalachian Highlands, Black Belt, Piedmont, Piney Woods, West Alabama and

Wiregrass Birding Trails. Along with the already established North Alabama Birding Trail and Coastal Birding Trail, this completes an entire network of birding trails throughout the state.

- In 2012, the Wildlife and Freshwater Fisheries (WFF) Division hosted the Third Alabama Nongame Wildlife Conference, which featured wildlife experts from the Southeast. This three-day event was an opportunity to review the status of all the wildlife species in Alabama during the last ten years.
- WFF has a total of 12 public shooting ranges and 9 public archery ranges statewide. All ranges are open to the public from daylight to dark, seven days a week.
- WFF employees conducted over 290 introductory shooting events since January 2011, introducing over 22,000 students to different shooting disciplines, such as rifle, shotgun, archery, muzzle loading and pistol.

Marine Police

- Our online boat registration system allows the transfer of data from the probate offices within the state directly into the state system. This service is more efficient, cost saving, and catches errors at the probate office before they send the data to our office where we would have to manually correct the mistakes. This also prevents most delays in the issuing of boat registration renewals. It provides current, accurate data for officers in the field as well. In 2011, there were only 6 counties that took advantage of this free service, but today there are 35 counties that currently use our online registration system.
- Since February 2013, private citizens statewide have been able to renew their boat registrations online. Since we began this service, 2,514 boat owners have taken advantage of this opportunity. This is very convenient for boat owners in Alabama and for out-of-state boat owners who have boats registered in Alabama. This ultimately has increased the efficiency of the State Boat Registration office.
- Watch Your Wake, Share the Lake Campaign is an educational awareness campaign that we initiated in 2012 to address the numerous complaints and requests from citizens we receive regarding discourteous boaters and the nuisance wakes they create, traveling too close to shore. The number of complaints received during the 2013 and 2014 recreational boating seasons dropped significantly from the previous years.
- In May 2013, the Alabama Marine Police partnered with other local and state agencies by joining the BEST Task Force created by the federal Immigration and Customs Enforcement office in Mobile. This task force focuses on cross-border and port-related crimes, including but not limited to the smuggling of drugs and weapons and the monies from these sales, human trafficking, smuggling of sensitive technology, and other Homeland Security violations. This task force protects our borders and awards each participating agency a percentage of the seized/forfeiture assets.
- Officers of the Alabama Marine Police are members of the Region 8 CRT (Critical Response Teams) team with troopers of the Alabama State Highway Patrol. Over the past couple of years, this team has trained extensively together and honed their skills to respond to disasters.

- The Alabama Marine Police has worked with the Highway Patrol and the ABC board on several details and joint operations. The cooperation between state agencies has promoted efficiency in the pooling of resources and improved interpersonal relationships.

Marine Resources

- The Marine Resources Division constructed a new 23,000-square-foot hatchery and administration complex at the Claude Peteet Mariculture Center in Gulf Shores, Alabama. This state-of-the-art facility will be used to increase fish populations in the coastal waters of Alabama and to expand research in fish production and other fishery-related science. A portion of the funding for this facility was obtained from the Governor's office through the Gulf of Mexico Energy Security Act (GOMESA) funds.
- Governor Bentley established the Alabama Seafood Testing Commission in 2011. This program was instituted to ensure the safety of Alabama seafood after the Deepwater Horizon Oil Spill. MRD Director Chris Blankenship is the program administrator, and the Commission includes the Alabama Department of Conservation and Natural Resources – Marine Resources Division, the Alabama Department of Public Health, and the Alabama Department of Agriculture and Industries. The program has tested in excess of 1000 seafood samples. All the samples have passed inspection, ensuring that the seafood sold and consumed in Alabama is below the level of concern for PAH and dispersant.
- Governor Bentley established the Alabama Seafood Marketing Commission (ASMC) in 2011. This Commission was implemented to assist the seafood industry in the recovery from the Deepwater Horizon Oil Spill and other disasters that have adversely affected the seafood industry. The ASMC's members come from all aspects of the seafood industry, including chefs, restaurateurs, commercial fishermen, seafood dealers, processors, retailers, grocers, charter fishermen, consumers and government agencies. The program administrator is MRD Director Chris Blankenship. The marketing program has been very well received and has won several state, regional and national awards. More importantly, the program has increased the visibility and value of Alabama seafood. Demand for and sales of Alabama seafood are growing.
- The Marine Resources Division received a Port Security grant to expand its award-winning Coastal Remote Monitoring Program. This program will place up to 30 high-quality surveillance cameras throughout coastal Alabama. The system is technically robust and moves the video wirelessly over a large area to ensure reliability and to keep recurring costs low. Two of the cameras in the current phase are wind and solar powered. This innovation has allowed MRD to place cameras at strategic locations that were previously inaccessible. The video is available to our officers in real time via laptop computer in their vessels or vehicles as well as to other Homeland Security agencies in coastal Alabama.
- The Marine Resources Division completed numerous artificial reef construction projects between 2011 and the present. In 2011 and 2012, it constructed the 33-acre Bayou Cour Reef in Bon Secour Bay. This is the largest inshore reef ever constructed in Alabama. In 2013, three new reefs were constructed north of Dauphin Island through a partnership with the Coastal Conservation Association. In 2014, a new reef was constructed in Weeks Bay, and two existing reefs in Mobile Bay near Fairhope received additional reef material.

- In 2012, the first two Nearshore Reef areas were permitted in the Gulf waters within 3 miles of the beach. They were named the R. Vernon Minton Reef Zones after the late former director of the Marine Resources Division. In 2013, 234 pyramid reefs and 24 additional limestone reefs were placed in the R. Vernon Minton Reef areas. In 2014, MRD has worked with the Alabama Reef and Restoration Foundation to place additional reefs in these zones as the first stop on the Alabama Dive Trail.
- In 2013, MRD reefed a 70-foot former supply vessel approximately 28 miles south of Dauphin Island.
- In 2013, MRD placed 30 large-relief pyramids in the Gulf of Mexico in the Alabama offshore reef zones. These reefs are the largest pyramid structures MRD has placed to date. These reefs should attract and produce amberjack, vermilion snapper and pelagic species. This will diversify our fishery beyond the red snapper fishery.
- In 2013, MRD provided the initial funds and then worked with other agencies to obtain and reef the 270-foot ship the "Lulu." The sinking of this vessel brought together many cities, businesses and other agencies. The sinking of this vessel was a great community accomplishment that was started by the Marine Resources Division.
- In 2014, MRD implemented a Rigs-to-Reef Program in Alabama waters and adjacent federal waters. In this program, MRD will work with oil and gas exploration companies to turn decommissioned rigs into artificial fishing reefs. Approximately one half of the money saved by the companies for reefing on-site instead of taking the rigs to shore will be donated to the State of Alabama for other reef projects. In the first year, three projects were permitted with three different oil companies. This will result in four outstanding new reefs and should result in over \$750,000 in additional funds donated to the state.
- MRD obtained property on the Intracoastal Waterway in Gulf Shores adjacent to the Claude Peteet Mariculture Center. This property will be used to store and load donated reef materials to enhance the reef-building program. Before the acquisition of this property, MRD had to turn down material that was to be donated because it did not have a place to store and load it. Having this property has already paid dividends. MRD has received several tons of donated concrete to be used as reef material.
- Renovation activities to the boat and barge basins located at Claude Peteet Mariculture Center (CPMC) in Gulf Shores began in July. Renovation plans include the installation of 4 boat slips with lifts, a boat ramp, new docks, and seawalls, and renovation of a barge basin to be used in conjunction with Alabama's artificial reef program. Construction is expected to be completed by spring 2015.
- In 2014, MRD established a new red snapper recreational data collection program. This program was developed to better count the red snapper that are landed in Alabama. This program will be compared to the federal red snapper data collection system. This is the first census reporting of fish for a recreational fishery in the United States. The program showed that the federal system had been overestimating the catch by more than two and a half times,

causing unnecessarily short seasons. MRD continues to spearhead efforts with the other Gulf states to improve red snapper management on the federal level.

- MRD received a \$3,750,000 grant from the National Fish and Wildlife Foundation Gulf Environmental Benefit Fund to restore oyster resources in coastal waters. In 2014, over 40,000 cubic yards of shell and cultch material were placed on existing oyster reefs to replenish the oyster populations. Increased monitoring of the oyster resources is also a large part of this project. This project will continue through 2016.
- MRD has received \$3,200,000 to fund a Natural Resources Damage Assessment oyster restoration project. This project will include the placement of 50,000 cubic yards of shell and cultch material to enhance over 300 acres of oyster habitat. The majority of this work will occur in early 2015.
- The Alabama Legislature passed a bill to extend Alabama's territorial waters to three marine leagues for fisheries management. This bill was signed into law by Governor Robert Bentley. MRD is working with Alabama's congressional delegation to have this new boundary recognized federally.
- MRD renovated the Cotton Bayou Boat Ramp in Orange Beach. This renovated ramp will increase the capacity for boating access in the busiest waterway in Alabama. Other boating access renovations include the Pines Boat Ramp pier, Fort Morgan Boat Ramp pier, Weeks Bay/Viewpoint ramp and pier and Boggy Point Boat Ramp maintenance. All of these facilities are in coastal Baldwin County.

Oil Spill

(Programs administered by the State Lands Division. Several projects implemented by Marine Resources Division and State Lands Division.)

- DCNR has obtained almost \$130 million in funding for coastal restoration projects benefiting the State of Alabama:
 - \$107.3 million – Natural Resource Damage Assessment (NRDA) Early Restoration Projects awarded and being implemented in AL
 - The department has continued to secure the award of projects pursuant to Early Restoration efforts under the NRDA process. This includes the recently approved Gulf State Park Enhancement Project, which includes funds for construction of the Gulf State Park Lodge. The Phase I, II and III projects approved to date that benefit the State include:
 - Marsh Island Restoration Project in Portersville Bay (\$11,280,000);
 - Dune Restoration Project in cities of Gulf Shores and Orange Beach (\$1,480,000);
 - Habitat Improvement Project for Nesting Sea Turtles along Gulf Beaches (\$345,000 in AL);
 - Avian Habitat Enhancement Project in Baldwin and Mobile Counties (\$279,000 in AL);
 - Gulf State Park Enhancement Project (\$85,500,000);
 - Oyster Reef Restoration in Mobile County (\$3,400,000); and

- Swift Tract Living Shoreline Project (\$5,000,080)
 - Under the Oil Pollution Act (OPA) of 1990, trustees determine injuries to natural resources caused by oil spills and spill response activities and lost uses of those resources, including the public's lost recreational uses, through the NRDA process. The responsible party then provides funds to the trustees to restore those losses.
 - The department obtained approval from National Fish and Wildlife Foundation (NFWF) for the award of \$22.2 million in grant proceeds from its Gulf Environmental Benefit Fund for seven projects designed to begin restoring Alabama's natural resources:
 - D'Olive Watershed Restoration (\$6.8 million);
 - Restoration and Enhancement of Oyster Reefs in the Mobile Bay, Mississippi Sound and Bon Secour Bay (\$3.8 million);
 - Fowl River Watershed Restoration (\$2 million);
 - Alabama Barrier Island Restoration – Phase I (\$3.68 million);
 - Coastal Habitat Restoration Initiative –Phase I (\$2.84 million);
 - Enhanced Fisheries and Ecosystem Monitoring (\$1.8 million); and
 - Marine Mammal Conservation (\$1.28 million)
 - NFWF's newly established Fund resulted from two plea agreements entered in early 2013 resolving the criminal cases against BP and Transocean arising from the Deepwater Horizon Oil Spill. More than \$323 million in additional funds will be allocated to Alabama through annual installments by February 2018.
- Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economics of the Gulf Coast States Act of 2010 ("RESTORE ACT") activities in AL:
 - DCNR selected to serve as administrator for the Alabama Gulf Coast Recovery Council, which will award grant funds under the Direct, Spill Impact, and Centers of Excellence Components of the RESTORE Act. The initial funding available to Alabama under these components is anticipated to be close to \$100 million.
- DCNR's Commissioner serves as the Governor's delegate to the Gulf Coast Ecosystem Restoration Council. This 11-member council, with representatives from six federal agencies and the five Gulf States, will award grant funds under the Comprehensive Plan Component of the RESTORE Act. The initial round of this funding is anticipated to be approximately \$150-80 million across the Gulf.

Department of Corrections

2011-2014



Overview

- A Montgomery County court order, in *Barbour County v. Thomas*, requires the Alabama Department of Corrections (ADOC) to remove inmates from county jails within 30 days of receiving a transcript. Over the past four years, the department has maintained the “over 30-day count” to nearly zero. This is a significant accomplishment, which sheriffs and county commissioners applaud.

2011 Accomplishments

Operations

- 11 correctional institutions received perfect ratings when audited by the ADOC auditing staff.
- The agency persevered and maintained public safety during the devastating tornadoes in April. Inmates helped to clear debris from roads, and security staff members provided law enforcement support in the cities of Cordova, Guntersville and Hackleburg.
- Bullock Correctional Facility hosted a one-day Mental Health Summit to facilitate the development of collaborative relationships and appreciation for offender programs and services provided by ADOC staff and contractors. ADOC officials, legislators and officials from the Alabama Department of Mental Health were invited and attended.

Training

- ADOC participated in the National Institute of Corrections’ agency-exclusive management development series in which selected participants received intensive training in the development of dynamic leadership plans.
- 234 correctional officers completed basic training at the Corrections Academy, and an additional 28 completed lateral entry/refresher courses.
- Wardens, division directors and executive staff attended the annual Executive Leadership Conference that provided continuing education through workshops on leadership and management. In addition to several break-out sessions, Dr. Ray Farris, former assistant director of the Tennessee Law Enforcement Academy and current director of the College of Criminal Justice at Bethel University, served as the keynote speaker and spoke on professionalism. Closing the conference was Robert Douthitt, who spent 32 years at the Federal Bureau of Prisons. Douthitt presented on “Leading at the Edge in Corrections.”

Programs

- Recruiting personnel participated in 109 events at various job fairs conducted at colleges, universities and career centers.

- Inmate artwork created through the Alabama Prison Arts & Education Project was displayed as part of the “Art on the Inside” exhibit at Space One Eleven in Birmingham.
- 1,089 offenders were admitted to the ADOC Supervised Re-entry Program, and a total of 1,508 participated in the program during the year.
- 5,496 offenders completed ADOC’s In-House Re-entry program.
- 708 offenders completed the educational/vocational programming at the Alabama Therapeutic Education Facility.
- 4,177 offenders completed substance abuse/drug treatment programming.
- Grants Awarded:
 - Prison Rape Elimination Act (PREA) - \$270,000 federal funding
 - Residential Substance Abuse Treatment (RSAT) - \$445,500 federal funding/ADOC \$148,500
 - Bullet-proof vests - \$3,100 federal funding/ADOC matching

Community Corrections Program

- 34 community corrections programs operated in 45 Alabama counties.
- 3,053 offenders were participating in community corrections programs at year end.
- 1,868 offenders were sentenced to community corrections programs during the year.

Infrastructure Investment

- Energy Savings Performance Contract with NORESKO includes two new phases of work totaling \$22.4 million. Phase 2 features improvements that included heating, ventilation and air condition upgrades; new domestic hot water systems; and new roofs at selected locations. Phase 3 centered on improvements to buildings on the Wetumpka campus, which will serve as a minimum security facility for women. The Phase 3 project decentralized heating and cooling systems, improved water conservation and upgraded lighting.
- Solar Photovoltaic (PV) system at Decatur Work Release installed as a participant in TVA’s Green Power Switch program. This PV system is one in a collection of businesses and residences that are participants in the program. The program helps provide clean energy at a fraction of the cost of building individual clean energy sources. The system at Decatur Work Release uses both solar power and energy from the power company. It will generate funds for the ADOC and lower the monthly energy bill.

2012 Accomplishments

Operations

- Reduced a contract for prisoner health care by \$23.8 million over three years, without compromising the standard of care. Identified a 12% savings for fiscal year 2013, exceeding the goal of 10%.
- Improved security in Alabama prisons by utilizing a fingerprint scanner for visitors. The scanners allow visitors to be accurately identified and checked in more quickly.

Training

- The Corrections Academy hosted the FY12 Food Service Training Event.
- 249 Correctional Officers completed basic training at the Corrections Academy, and an additional 15 completed lateral entry/refresher courses.
- Wardens, division directors and executive staff attended the annual Executive Leadership Conference that provided continuing education on leadership and management. The roundtable concept of leadership development was presented by Global Priority Solutions, an international organization that seeks to bring values-based leadership into all aspects of society.

Programs

- 1,211 offenders were admitted to the ADOC Supervised Re-entry Program, and a total of 1,521 participated in the program during the year.
- 5,334 offenders completed ADOC's In-House Re-entry program.
- 631 offenders completed the educational/vocational programming at the Alabama Therapeutic Education Facility.
- 3,377 offenders completed substance abuse/drug treatment programming.
- Grants Awarded:
 - Residential Substance Abuse Treatment (RSAT) - \$167,800 federal funding/ADOC \$56,000.
 - State Criminal Alien Assistance Program (SCAAP) - \$147,800 federal funding
 - 2nd Chance Reentry Program for Planning and Demonstration -\$50,000 federal funding
 - Bullet proof vests - \$3,683 federal funding/ADOC matching
 - Substance Abuse and Mental Health Services Administration (SAMHSA) -Jefferson Country Offender Reentry- \$140,000 federal funds

Community Corrections Program

- 34 community corrections programs operated in 45 Alabama counties.

- 3,133 offenders were participating in community corrections programs at year end.
- 1,860 offenders were sentenced to community corrections programs during the year.

Recognition

- Correctional Lieutenant Timothy Scott, Bullock Correctional Facility, was awarded the prestigious Medal of Valor from the North American Association of Wardens and Superintendents for his outstanding service and professionalism during an incident in which the institution was without power, radio or telephone communications for a period of almost two hours.
- ADOC's K-9 team from Fountain Correctional Facility claimed top prize after competing in the Southeastern States Manhunt Field Trials. The three-man team used six dogs, five beagles and one redbone-bloodhound mix. Captain Jody Gilchrist, Sergeant Thomas Banda and Sergeant Eddie Mooney won the event with an average time of 15 minutes, 10 seconds.

2013 Accomplishments

Training

- 219 Correctional Officers completed basic training at the Corrections Academy, and an additional 17 completed lateral entry/refresher courses.
- Wardens, division directors and executive staff attended the annual Executive Leadership Conference that provided continuing education on leadership and management Leadership consultant Dr. Jerry Patterson served as the keynote speaker and presented on organizational change. Various break-out sessions were held on topics such as gender responsive principles, PREA standards and sexual misconduct before the closing session, led by motivational speaker Kurt Kilpatrick.

Programs

- 960 offenders were admitted to the ADOC Supervised Re-entry Program, and a total of 1,243 participated in the program during the year.
- 4,162 offenders completed ADOC's In-House Re-entry program.
- 634 offenders completed the educational/vocational programming at the Alabama Therapeutic Education Facility.
- 3,530 offenders completed substance abuse/drug treatment programming.
- Grants Awarded:
 - Residential Substance Abuse Treatment (RSAT) - \$217,000 federal funding/ADOC \$72,300.
 - State Criminal Alien Assistance Program (SCAAP) - \$163,600 federal funding.

Community Corrections Program

- 34 community corrections programs operated in 45 Alabama counties.
- 3,269 offenders were participating in community corrections programs at year end .
- 1,934 offenders were sentenced to community corrections programs during the year.

2014 Accomplishments

Operations

- Appointed Dr. Wendy D. Williams as Deputy Commissioner of Women's Services.
- Contracted with the nationally recognized Moss Group to develop gender-specific operational policies and procedures with regard to management of female offenders.
- Video Visitation pilot programs operated at Montgomery and Birmingham facilities. Results have been extremely good.
- Based on a national review, issued property changes (hygiene items) at the women's facilities.
- Met with prospective vendors to review viability of installing managed access (cell phone detection/disabling) systems to address proliferation of illegal inmate cell phone usage.
- Developed a Step Down Segregation program at Limestone Correctional Facility, designed for Level IV inmates housed in limited segregation units to reintegrate into general population.

Training

- Wardens, division directors and executive staff attended the annual Executive Leadership Conference that provided continuing education on leadership and management. Speakers included Andie Moss from The Moss Group who spoke on organizational culture; Dr. Mehdi Azimi, a consultant with The Moss Group, who spoke on environmental health and safety; and Dr. Reginald Wilkinson, past director of the Ohio Department of Rehabilitation and Correction and current chair of the U.S. Department of Justice Review Panel on Prison Rape, who spoke about leadership development.
- ADOC Administrative Regulation 454, Inmate Sexual Assault and Harassment Awareness (Prison Rape Elimination Act (PREA)) was published in February 2014.
- Completed PREA pre-audits at Tutwiler Prison for Women, Montgomery Women's Facility, Birmingham Work Release, Alex City Work Release, Bibb Correctional Facility, Hamilton Aged & Infirm, Hamilton Work Release, and Easterling Correctional Facility.
- Completed PREA training/orientation for staff and volunteers who have contact with offenders.

- Tutwiler Prison for Women wardens participated in the “Warden Exchange” program sponsored by nationally recognized Prison Fellowship. Alabama is tentatively scheduled to kick off the next “Wardens Exchange” program in January 2015.
- Wardens at Elba and Childersburg Work Release Center attended Warden’s PEER Training at Sam Houston State University.
- ADOC staff attended National Institute of Corrections trainings for: Chief Legal Counsel, Personnel Director, Mental Health, Food Services/Nutrition, Public Information, Deputy Directors, and Training.
- The Recruiting division was expanded from one recruiter to four, including three regional recruiters.
- Correctional Academy production was up 50% in 2014, with female graduates up 160%.
- Held first-ever satellite correctional academy class at Draper Correctional Facility to increase overall production and provide a non-resident option for correctional trainees with unique personal/family issues.
- Commissioner Kim Thomas helped facilitate/train at New Directors training provided by the Association of State Correctional Administrators.
- Provided nationally recognized Serve Safe training to 70% of institutional stewards statewide, three times the number required by state law.
- Eight members of the Correctional Emergency Response Team participated in the MOCK Prison Riot Exercises conducted in West Virginia.

Programs

- The Recruiting and Retention Task Force developed an employee survey to focus on retention issues such as organizational values, leadership, communication, work environment and job satisfaction.
- Alabama hosted a Southern Director’s meeting of the Association of Southern Correctional Administrators.
- Participated in the Parole Victim Notification Task Force.
- Reorganized the Investigations and Intelligence Division to expand intelligence gathering and strengthen cooperation with local, state and federal law enforcement agencies.
- Realigned the Inmate Classification Division under Programs to more closely meet the central records/documentation function.

- Participated in the Council of State Governments/Justice Reinvestment Initiative with the Governor and legislative leadership.
- 2,931 offenders completed ADOC's In-House Re-entry program.
- 1,192 male offenders completed Limestone's 90-day Re-entry program.
- 568 offenders completed the educational/vocational programming at the Alabama Therapeutic Education Facility.
- 2,466 offenders completed substance abuse/drug treatment programming.
- Grants Awarded:
 - Prison Rape Elimination Act (PREA) - \$499,100 federal funding/ADOC matching
 - Residential Substance Abuse Treatment (RSAT) - \$179,600 federal funding/ADOC \$59.8 thousand
 - State Criminal Alien Assistance Program (SCAAP) - \$107,100 federal funding

Community Corrections Program

- 35 community corrections programs operated in 45 counties. Russell County re-established an ADOC-contracted program.
- Initiated statutorily required assessments of contracted community corrections programs. Three programs were assessed during the last quarter: Barbour, Dale and Randolph.
- Year-end net increase of 404 (12.4%) offenders serving in a community corrections program.
- Increased prison-diversion reimbursements by 18.1% or \$1,259,257 above FY 2013 amount of \$6,962,193, potentially saving the state an additional \$3.5 million when compared to incarceration.
- 1,471 offenders successfully completed a community corrections sentence through release, either by end of sentence or split-sentence to probation.
- Conducted numerous outreach [community corrections specific] presentations at various association conferences and local-level meetings.
- Two staff members completed user certification training on the evidenced-based risk-assessment tool, the Alabama Risk Assessment System (ARAS).
- One staff-member completed train-the-trainer certification on ARAS.
- The division director served as a key ADOC representative in assisting staff members from the Council of State Governments (CSG) in conducting the Alabama Justice Reinvestment Initiative. Acted as a liaison between the CSG and community corrections programs and the Alabama Association of Community Corrections.

Infrastructure Investment

- A project to install new cell door locking and controlling systems at St. Clair Correctional Facility is in the design phase. The projected completion date is December 2015.
- Installed camera system at Tutwiler Prison for Women (over 300 individual cameras monitored 24/7).
- Tutwiler Infirmary expansion in design phase. The projected completion date is February 2016.
- Camera systems for Montgomery and Birmingham Women's facilities are currently in design phases. The projected completion date is July 2015.
- A second round of energy performance retrofits is scheduled to begin in February 2015. Projects will include exterior lighting at most facilities, replacement of HVAC and boiler systems, water conservation measures and maintenance management systems.
- A 180 person dormitory replacement is underway at Childersburg Work Release Center. Projected completion date is July 2015.
- Replacement/renovation of inmate bathroom areas at Atmore Community Work Center and Decatur Work Release.
- Vehicle fleet upgrades included replacement of 67 work release vans with average mileage of 300,000.
- Ten vans at Loxley Work Release equipped with propane fuel conversion kits, resulting in average savings of \$7,000 per van in annual fuel costs.
- Inmate Management Systems (IMS) developed work processes that streamlined several processes:
 - Review of inmates to be released. With automation, the release document review completion time frame greatly improved from a week past the mid-month deadline to two days prior to the mid-month deadline.
 - New inmate summary sheets, which now include the inmate's picture and bed number and can be sent electronically from IMS to Classifications at the ADOC facilities instead of via mail by Central Records.
 - Pardon and Parole Certificates and C80 Release Notification forms are now sent electronically to ADOC facilities instead of Central Records sending them via FedEx.

- Inmate summary sheets can now be scanned into an electronic inmate file, eliminating the need for Central Records and Pardons & Parole to print the sheets.
- The Incidents module was modified so that the ADOC Personnel Division will receive immediate electronic notification of injury to ADOC personnel involved in an inmate incident.
- IMS was modified to ensure that only the last four digits of an inmate's social security number (SSN) is displayed. This was intentionally changed to better protect inmate privacy.
- The inmate incarceration history is now displayed on the public web site. This feature reduces the number of telephone calls for basic inmate information and is praised by victims groups.
- Automation of RFP, image banner, and news release posting by approved users on the public web site. It reduces IT involvement in the process and also reduces the time required to make changes by empowering the proper people to perform the task.
- The Escape Reports Module was completed and deployed in FY14 and exceeds statutory requirements. The module allows for automated escape notices to go to state government officials, local law enforcement agencies and media outlets.
- Information systems also automated other work processes including an inmate trust fund accounting system, a number of manual processes associated with inmate records, and enhancements to the intelligence data gathering system for inmates identified with security threat groups (gangs).

Recognition

- Associate Commissioner for Operations Grantt Culliver received the "Fred Bryant Award" from the Alabama Council on Crime & Delinquency

Alabama Department of Economic and Community Affairs (ADECA)

2011-2014



- Over the past four years we have boosted productivity, allowing us to reduce the size of ADECA’s workforce by more than 8% through attrition.
- ADECA, working with the U.S. Department of Housing and Urban Development provided \$70.6 million in tornado recovery funds to Alabama municipalities, counties and residents to rebuild from tornado destruction occurring in April 2011. These totals included 30 infrastructure projects, 6 economic development projects, 6 multi-family housing projects, and approximately 1,000 single family units.
- Since 2011, Governor Bentley has awarded approximately \$71 million in Community Development Block Grant competitive grant funds to 238 grantees (cities and counties) across Alabama for needed infrastructure improvement projects.
- During this period (2011-2014), Governor Bentley also awarded \$23.9 million to cities and counties in CDBG economic development grant funds for infrastructure improvements to assist 72 businesses across the state, resulting in the creation of approximately 4,000 new jobs.
- ADECA’s State Small Business Credit Initiative (SSBCI) program, since its start in 2012, has made 236 loans totaling approximately \$84 million and creating 996 new jobs, while retaining 1,377 jobs for Alabamians.
- ADECA, working with the U.S. Department of Labor, provided \$1.1 million to serve up to 140 dislocated workers (including post 9/11 veterans) who have been unemployed for a period of 27 consecutive weeks.
- ADECA submitted a U.S. Department of Labor National Emergency Grant (NEG) application to secure \$7 million in Federal Workforce Investment Act funds to provide occupational skills training and other services for up to 1,050 workers dislocated due to the closing of International Paper in Courtland. However, the company was subsequently approved for funding through the Trade Act for training by the U. S. Department of Labor. ADECA’s NEG application was approved for total expenditures of \$1.8 million to provide “wrap-around” services that include job search assistance, skills assessment, etc. through the One-Stop Career Centers for eligible dislocated IP employees.
- ADECA, in coordination with Mobile Works was awarded a “Job-Driven” NEG for the targeted employment sectors of shipbuilding, aviation and highway construction, which are major employment sectors in southwest Alabama. This \$775,000 award will provide job-driven occupational skills training for up to 170 eligible dislocated workers.

- ADECA secured a \$3 million Disability Employment Initiative Grant for the Alabama Department of Mental Health to increase access for employment, training and education opportunities available through the state's workforce partners focusing on youth (ages 19-24) with disabilities. The grant enabled the hiring of seven disability resource coordinators to work in Career Centers in northeast Alabama.
- The Rapid Response Section of ADECA's Workforce Development Division has responded to 168 Dislocated Worker events. The Rapid Response Team conducted 340 Group Employee Meetings (GEM). A total of 26,902 workers were affected through plant closings and reduction of staff. This number includes 2 large plant closings that affected 2,200 employees.
- ADECA's Energy Division is responsible for implementing Governor Bentley's executive order which ordered all state departments to reduce energy consumption by 30% from 2005 levels by 2015, for an estimated cost savings of \$5.4 million. To date, the costs saved, or avoided, for the State is just over \$7.4 million, surpassing the original goal by 37%.
- Alabama's Industrial Energy Efficiency Program provided 38 energy assessments, 45 lean assessments and 28 *kaizen* (process improvement) events for manufacturers in the state. More than 115 people were trained through four system training events and 26 manufacturers participated in Practical Energy training sessions. These efforts identified more than \$3.2 million in annual energy savings opportunities for Alabama's manufacturers.
- Through a National Governor's Association Policy Academy on Industrial Energy Efficiency and Combined Heat and Power, the *Alabama Industrial Energy Efficiency Action Plan* was developed, leading to the Governor's creation of the Alabama Industrial Energy Efficiency Advisory Team.
- From 2011 to the present, AlabamaSAVES has partnered with 27 different private lenders in the state to provide \$32.3 million in low interest loans to 56 existing Alabama businesses. The program has enabled energy improvements for 123 buildings with over 10.7 million square feet of space, estimated to save over \$5.1 million annually for the participating companies.
- The Local Government Energy Loan Program provided \$3.3 million in zero interest loans for nine K-12 school systems for energy efficiency improvements with projected annual energy savings of \$445,416.
- ADECA utilized funding from the American Recovery and Reinvestment Act, the U. S. Department of Energy, and the U. S. Department of Health and Human Services to make energy efficiency improvements through the Alabama Weatherization Program to 6,601 homes. Of these homes weatherized, 4,717 elderly, 4,786 disabled and 3,090 children, or 12,267 low income individuals received these services.
- Since 2011, the Low-Income Home Energy Assistance Program (LIHEAP) administered by ADECA has assisted over 400,000 Alabama households, 75% of which included elderly or disabled members. Utility payments totaling almost \$175 million have been made to energy providers across Alabama to assist these households with their heating and cooling bills.

- Governor Bentley served as the Appalachian Regional Commission Co-Chair twice, in 2012 and 2014, a first for any Alabama governor. In this role, the Governor leads the ARC's 13 member states. During his first term, the Governor awarded \$18.2 million in grant funds for 221 projects across Alabama's 37 county ARC footprint.
- Governor Bentley has awarded \$4.1 million in Delta Regional Authority grant funds for 23 projects in Alabama's 20 county DRA footprint.
- Governor Bentley signed the Alabama Drought Planning and Response Act in April of 2014. The Act formally establishes state government's role in planning, monitoring and responding to severely dry conditions and replaces executive orders issued by the Governor in 2011 and 2013. This document represented extensive involvement and coordination of stakeholders across Alabama with input and review by the Alabama Water Resources Commission.
- The Governor has awarded \$18.1 million to child advocacy centers, domestic violence shelters, sexual assault centers and other agencies that provide no-cost services to victims of crime throughout Alabama.
- ADECA's Law Enforcement and Traffic Safety (LETS) Division, working with the U. S. Office on Violence Against Women, provided \$7.6 million to municipalities, counties, state agencies and non-profit organizations to assist victims of domestic violence, sexual assault, stalking and other violent crimes in Alabama.
- Through the Family Violence Prevention and Services Act, \$4.4 million was awarded to domestic violence shelters, child advocacy centers and domestic violence prevention programs across the state of Alabama.
- Over \$3.7 million has been awarded to state agencies, local governments, universities and non-profits across the state to support juvenile delinquency prevention and intervention efforts, hold juveniles accountable for their actions support system improvements and to combat underage drinking.
- \$2.4 million has been awarded to cities, counties and state agencies to support the national high visibility enforcement "Click It or Ticket" campaign focusing on driver awareness and seatbelt usage. In 2013, Alabama achieved an all-time record high 97.3% seat belt usage.
- \$2.4 million has been awarded to state and local law enforcement agencies to support the national "Drive Sober or Get Pulled Over" campaign focusing on preventing motorists from driving while impaired.
- The Yellow Dot program is designed to assist Alabama citizens and first responders in the event of an automobile crash or other medical emergency involving a participant's vehicle. In 2014, Bullock County became the final county to enroll, making the program available to citizens in every one of Alabama's 67 counties. During Governor Bentley's first term, \$400,000 was awarded to support Yellow Dot operations.

- In 2014 Governor Bentley selected ADECA's Surplus Property Division to serve as the state coordinator for Alabama's participation in the federal 1033 program, which allows state and local law enforcement agencies to acquire military surplus property. Previously managed by the Alabama Department of Public Safety, the 1033 program has been suspended for an extended period of time; however, ADECA is working with the U.S. Department of Defense Law Enforcement Support Office (LESO) to reactivate the state's program. ADECA has established new procedures to provide full accountability, proper record keeping and extensive training for local participants. ADECA now has 342 law enforcement agencies registered to participate when the suspension is lifted, which could follow a final audit scheduled for January 2015.

Emergency Management Agency

2011-2014



Comprehensive Safe Room Program

- Following the spring 2011 tornado outbreak the Governor approved a \$59 million plan to increase individual and community safe rooms throughout the state.
 - Community Safe Rooms Approved – 284
 - Installed – 117
 - Pending – 146
 - Withdrawn – 21
 - Residential Safe Rooms Approved – 4,078
 - Installed – 2,733
 - Pending – 1,161
 - Withdrawn – 184

Tornado Recovery Action Council (TRAC)

- Following the April 27, 2011 tornado outbreak, the Governor established the Tornado Recovery Action Council to review the state's response and develop implementable recommendations for future disaster preparedness, response and recovery. AEMA has worked with various groups to implement the 20 recommendations.
 - Prepare
 - Storm Shelters & Safe Rooms – Increase the number of storm shelters available to the public and publicize their locations so people know where to go when severe weather approaches.
 - Power Continuity – Create the “Alabama Utility Workgroup for Disaster Response,” an industry group composed of representatives from electricity, natural gas, telecommunications and water providers, whose purpose is to share best practices and improve disaster planning and preparedness.
 - Awareness – Launch an ongoing awareness campaign that educates Alabamians about how to prepare for a natural disaster and about resources available when disasters strike. Establish an annual sales tax holiday on certain items related to severe-weather preparedness to raise awareness and promote readiness.
 - Warn
 - Integrated and Precise Storm Alerts – Implement a statewide, integrated severe-weather alert system that provides more-precise alerts for individuals and businesses than current countywide warnings, allows individuals to enroll phone numbers, and takes advantage of smartphone technologies.

- Weather Radios - Push for the development of technology to transmit localized warnings through weather radios. Promote their use and upkeep, and develop a system to purchase and distribute them, with a priority focus on Alabama's special-needs population.
 - Atmospheric Research – Pursue funding to conduct academic research in Alabama on the factors responsible for the generation and maintenance of tornadoes to better understand the conditions that produce, strengthen and direct tornadoes. Research focus would include the relative importance of topography, differential surface roughness and gravity waves.
- Respond
 - Emergency Management Training – Require more accountability by establishing minimum standards and better training for county EMA directors. Conduct a needs assessment of each county EMA.
 - Radio Communications – Emergency response agencies should keep updated local tactical interoperable communications plans and train personnel in those standards. All exercises should include communication elements to ensure that these plans work in the field.
 - Volunteers – Move forward with plans by the Governor's Office of Faith-Based and Community Initiatives to rebrand the office as Serve Alabama, and more clearly state its mission of coordinating volunteer services.
 - Elevate a Volunteer Organizations Active in Disasters (VOAD) leader to a high-level position within the state EMA command structure, and increase the number of VOAD chapters with the goal of one for each county.
 - Debris Removal – Local governments should prepare pre-event contracts for debris removal and disposal that require compliance with all environmental guidelines.

Establishment of a Field Response Structure

- An extensive after-action process review following the April 2011 storms determined that a more defined and manageable field response structure was needed to provide better coordination and direction of state agencies and personnel responding to and recovering from disasters. At the direction of Governor Bentley, the Alabama Emergency Management Agency in conjunction with the Alabama Law Enforcement Agency, Alabama Department of Public Health, Alabama Department of Human Resources, Alabama Department of Transportation, Alabama Forestry Commission and the Alabama National Guard established seven Emergency Management Divisions. The divisions will provide a structure that ensures responding state agencies can better meet the Governor's priorities. The structure will assist the Alabama Emergency Management Agency in meeting its responsibility to provide timely and accurate information, manage the flow of resources and provide for a unity of effort between state and local jurisdictions. This will streamline the state's response and create a more efficient structure.

- Benefits:
 - Meet the needs of Alabama citizens during times of disaster by providing better coordination and collaboration among responding state resources.
 - Gain more timely and accurate situational awareness by utilizing/organizing state resources collectively instead of individually.
 - No cost to implement and in most cases will decrease cost of response.
 - Is established to meet state and federal laws and requirements.

Debris Removal

- Alabama EMA coordinated expedited debris removal (30 days, 100% reimbursement) during the April 2011 tornadoes. This pilot project was extremely effective and the debris removed enhanced the long-term recovery of communities throughout the state.
- Leaders of Federal Emergency Management Agency (FEMA) used the program developed in Alabama as the basis for recommendations to Congress to expedite debris removal. The recommendations were adapted in the Sandy Recovery Improvement Act passed into law by congress in 2013.
- Alabama EMA worked with the Association of County Commissions of Alabama to develop a statewide debris removal contracts local governments can utilize following disasters. This pre-event contract will make local governments eligible for additional federal cost share for debris removal expenses.

Severe Winter Weather 2014

- The State responded to two major winter weather events within a two-week period.

Super Storm Sandy Recovery

- Disaster response by FEMA is normally accomplished with full-time employees, disaster reservist, and FEMA Corps volunteers. There is not a mechanism to utilize State EMA personnel for direct support to FEMA.
- Following the landfall of Hurricane Sandy on the east coast in 2012, Alabama EMA through an interagency agreement deployed nine personnel to New York City to assist FEMA leadership with managing the disaster.

Declared Disasters Reimbursement

- Alabama EMA has managed applications and awarded grants in the amount of \$322.6 million for declared disasters.
 - April 2011 Tornadoes – \$284.2 million
 - January Tornadoes 2012 – \$146.2 million

- Hurricane Isaac 2012 – \$6.5 million
- April 2014 Tornadoes – \$31.7 million

2011 Tornado Reimbursement Appeal

- Assisted the University of Alabama in winning an appeal overturning a FEMA determination that the University of Alabama was not entitled to reimbursement for certain expenses of its police department incurred during its response to the 2011 tornadoes. The state was awarded \$516,367.

Agency Administration

- In the last 4 years, AEMA has worked to reduce cost and maintain a high level of service to accomplish the legal responsibilities and mission of the agency.
 - Reduction of staff from 106 to 89 full time equivalents
 - Reduction of operating expenses by 39.9% (\$8.2 million)
 - Reduction of \$459,450 in communication expenses

Department of Finance

2011-2014



Service Division

- Mail processing and sorting through discounted mail rates saved state agencies \$3.3 million.
- Successfully transferred the State Motor Pool to the newly established Fleet Management Office in the Alabama Department of Transportation (ALDOT).

Finance Personnel

- Update of new departmental employee handbook, training staff on new handbook, and training employees on eStart.

Executive Budget Office (EBO)

- Successful implementation of an online budget request submission system that improved the efficiency of the budget request process for state agencies and for EBO. The new system greatly reduced the amount of paper and copying used in the budget request process.
- Successful implementation of an online system for agencies to report performance measurements.
- Substantial progress toward repayment of the Education Trust Fund Rainy Day Account. At the beginning of Gov. Bentley's first term, \$437 million was owed to the Account. By the end of FY 2014, \$349 million had been repaid. The remaining balance of \$88 million will be repaid in FY 2015.
- State of Alabama Accounting and Resource System (STAARS) – The new enterprise resource system, which will replace the state accounting, budgeting, financial, and human resource management systems, is currently being developed and implemented. The system will modernize the state's accounting systems and eliminate many of the paper processes that are currently being used.

State Comptroller

- State of Alabama was awarded the prestigious Certificate of Achievement for Excellence in Financial Reporting for the state's Comprehensive Annual Financial Report (CAFR) by the Government Finance Officers Association (GFOA) all four years, now totaling 16 consecutive years.
- In-State Travel Paid on Payroll – Effective January 1, 2012, all employee in-state travel payments converted from expenditure warrant to payroll. The change helped the state:

- Withhold taxes correctly
- Reduce expenditure warrants
- Employee Retirement contributions for overtime pay - Act 2012-302 implemented a cap on retirement contributions for overtime pay at 120% of an employee's annual base compensation .
- eSTART (State Time Attendance Reporting Tracker) - Phased multi-year implementation of a statewide time and attendance system as a front end interface to the existing state payroll personnel system. Uses standardized processes and procedures that allow automated collection of employee time and leave information and transmittal to payroll system thereby reducing paper documents and data entry. This project is the implementation of the Governor's Commission on Improving State Government Recommendation – Time & Attendance from 2011-12.
- eMAP (My Alabama Portal) –individual web-based information portal for all state employees launched October 1, 2014. It offers Individual employees access to their electronic pay stubs and other useful information.
- Paperless Pay – December 2014
 - Employees not on direct deposit converted to a payroll debit card
 - Last paper pay stubs issued, employees access eMAP for electronic version
- STAARS statewide phased implementation
 - Alabama Medicaid Agency
 - Implemented financials live October 1, 2013 (FY14)
 - It was the pilot proof-of-concept agency
 - Currently implementing Phase 1 consisting of 20 major agencies representing over 80% of state business, to go live on October 1, 2015. The system offers:
 - Performance Budgeting
 - Financials
 - Procurement including professional service contracts
 - Reporting and data warehouse
- RFP Database (Act 2012-407) - Effective January 1, 2013, launched a statewide database of each request for a proposal (RFP) for a public contract by Alabama state agencies and colleges and universities.

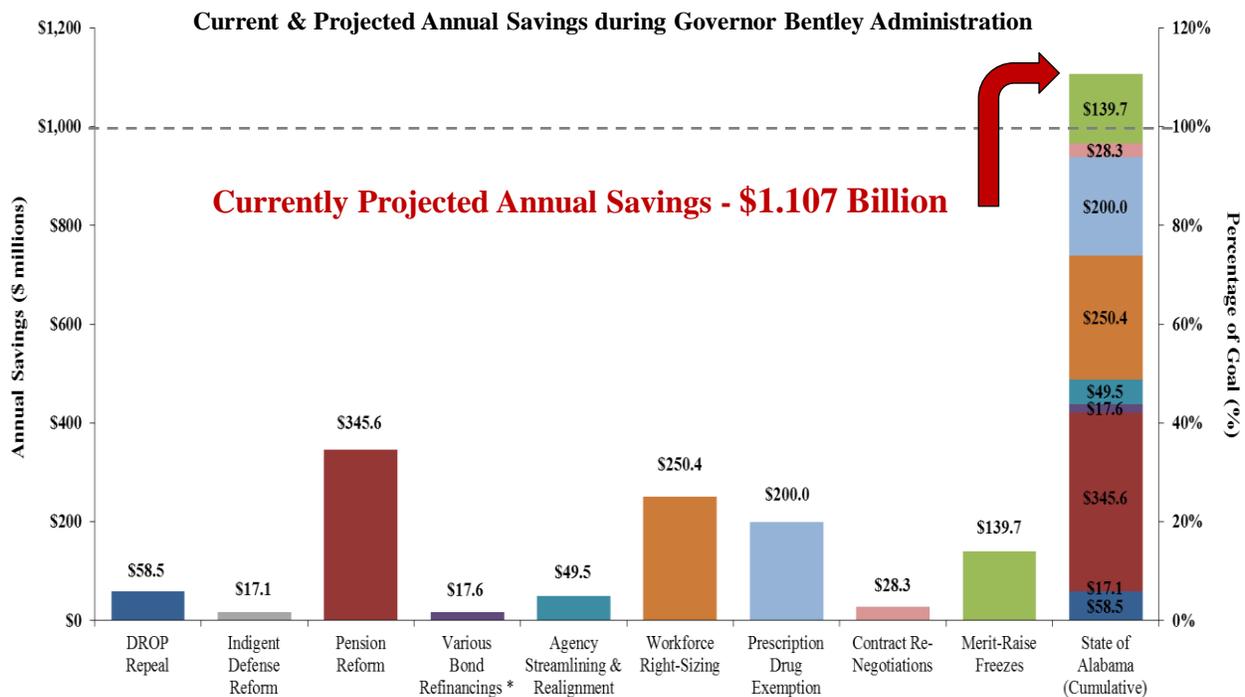
State Purchasing

- Procured and began implementing a purchasing card program for state agencies to allow for more efficient and cost-effective procurement of commodities and non-professional services that cost less than the bidding threshold.
- Assisting in implementation of STAARS for procurement module.

Other

- Created the Teachers Liability Trust Fund, which provides liability insurance for all teachers and support personnel.
- BRAC bond issuance – \$175 million new bond issuance for schools impacted by the Base Realignment and Closure Act of 2007.
- Alabama Transportation and Rehabilitation Program (ATRIP) - \$1 Billion of road construction.
- Tornado bond issuance - \$30 million for schools impacted by the devastating tornadoes of 2011 and 2012.

Road to a \$Billion in Savings – as of June 30, 2013



* Includes pending deals. \$222.0 million of total realized savings. For consistency, average annual savings calculation assumes all bond savings equally spread over remaining life of bonds (range of maturity schedules are 5-17 years).

Department of Human Resources

2011 – 2014



- The adoption incentive award bill, HB 48, was passed and signed into law by Governor Robert Bentley on April 9, 2014. The new law serves as an incentive to parents thinking of adoption by providing a \$1,000 state income tax credit for the adoption of a qualified foster child or a private intrastate adoption. By executive amendment, Governor Bentley added a provision to the act that makes \$15,000 in Post-Secondary education assistance available for foster children who are adopted at the age of 14 or older. The assistance becomes available October 1, 2016.
- The department (DHR) received national recognition from the U. S. Department of Health and Human Services (HHS) Children’s Bureau for finalizing a large number of foster care adoptions since January 2011. HHS has awarded adoption incentive bonuses to Alabama totaling over \$4.6 million.
- The Alabama Quality STARS Quality Rating and Improvement System (QRIS) completed its pilot program June 30. The program evaluated 50 randomly selected child care centers from over 300 providers who volunteered for the program. Centers received a star rating based on predetermined criteria believed to improve child care quality. The overall goal of the Alabama Quality STARS Program is to improve the quality of child care throughout the State.
- DHRs Child Care Services Division was selected to receive an Early Head Start – Child Care Partnership (EHSCCP) grant from the U.S. Department of Health and Human Services, \$41 million over a five-year period beginning in 2015. The grant will serve 566 children using the EHSCCP model, which includes establishing partnerships between Head Start Programs and licensed child care centers and a statewide Family Child Care Hub.
- DHR was awarded a grant by the W.K. Kellogg Foundation to help strengthen Alabama’s statewide Quality Rating and Improvement System (QRIS), also known as Alabama Quality STARS. The \$1.7 million grant will focus on professional development, infant-toddler workforce initiatives and a statewide consumer awareness campaign.
- Online training was created for persons mandated to report child abuse or neglect. The online training is designed to instruct mandated reporters on important elements of the reporting process and takes about an hour to complete. It covers why it is important to report child abuse or neglect and who is required to report, how to recognize it, how to report it and what happens after a report is made.
- DHR finalized 548 foster child adoptions in FY 2014, bringing the total number of foster parent adoptions over the past four years to 2,098.
- The average number of children in DHR custody has decreased from over 6,000 in 2011 to just under 5,000.

- In 2013, Casey Family Programs presented the Excellence in Leadership Award in child welfare to DHR Commissioner Nancy Buckner at Casey's Annual Meeting in Seattle based on Alabama's safe reduction of foster children in care. Alabama was one of only four states in the nation to be recognized.
- More than \$342 million in child support was collected and distributed to families in FY 2014. This represents a \$9 million increase over FY 2013 collections, a \$14 million increase over FY 2012 and \$27 million over FY 2011.
- The Alabama Food Assistance Program completed FY 2012 with the best payment accuracy rate in its history. Alabama's error rate was 1.85%, making it one of the best programs in the nation for payment accuracy, resulting in a High Performance Bonus of nearly \$1.9 million.
- In response to the April 2011 tornadoes, the Department of Human Resources operated the largest Disaster Supplemental Nutrition Assistance Program (DSNAP) ever. The DSNAP program served Alabama citizens in the 43 counties that received a presidential disaster declaration and distributed over \$150 million in SNAP benefits.
- Working together with the Alabama Coalition Against Domestic Violence, an average of 444 victims of domestic violence were assisted each month to escape abusers and become self-sufficient.
- Developed and in the process of implementing the Quality Rating and Improvement System (QRIS) for child care designed to assess, improve, reward and recognize child care programs that meet higher standards of quality.
- In 2011, DHR received approval for a five-year extension of the Alabama Elderly Simplified Application Project (AESAP) which allows Alabama seniors where all household members are age 60 or older, with no earned income, to apply for food assistance benefits through an expedited, more convenient process. As of December 2013, over 49,000 low income Alabama seniors participated in this project.
- The Food Assistance Program more than doubled the amount of money and benefits collected to repay recipient fraud and non-fraud claims during FY2014. Increased efforts to establish claims and collect overpayments resulted in over \$4.5 million collected during the year.
- In May 2012, HB 100 was signed into law by Governor Bentley. The law clarifies the jurisdiction of a juvenile court to establish, modify or enforce child support orders, visitation or custody when the court has previously established parentage. The legislation also provides that the juvenile court has jurisdiction to modify or enforce both child and spousal support in cases brought pursuant to Title IV of the Social Security Act.
- The Adult Services Division worked with the Department of Senior Services and other State agencies to create an elder abuse prevention council known as the Alabama Inter-Agency Council for the Prevention of Elder Abuse. A product of this Council included drafting the Protecting Alabama's Elders Act, Act No. 2013 – 307, which makes it easier to prosecute crimes against seniors.

- The Family Assistance Program implemented policy and procedures on April 27, 2013, that prohibits the use of Electronic Benefit Transfer (EBT) cards in liquor stores, gambling establishments or any retail establishment that provides adult oriented entertainment in which the performers disrobe or perform in an unclothed state for entertainment.
- Introduced numerous technological advancements that save taxpayer dollars and increase efficiency.
 - A pre-paid debit card was implemented to disburse child support payments and replace mailing checks to custodial parents. This is expected to save approximately \$1 million per year.
 - Saving approximately \$500,000 thousand annually by discontinuing mailing of over 100,000 billing statements to noncustodial parents. Information is now on the Online Payment Information website.
 - Saved over \$7 million by implementing the Child Care Time and Attendance System which electronically records the attendance of children who receive a child care subsidy at a center/home.
 - Completed development and implementation of a statewide document imaging system for food assistance that will result in a paperless system by January 2014.
 - Electronic Income Withholding Orders are now sent to employers for child support payments, eliminating the cost of printing and mailing orders to employers and improving timeliness of enforcing court orders.
 - Expanded to 43, the number of states to which we send child support electronic fund transfers, eliminating the cost of mailing paper checks and improving timeliness and accuracy.
 - Implemented the MyAlabama.gov website enabling online application for food assistance benefits. Applicants and recipients can also access case status, case and benefit information, agency forms, and can report changes and send information to DHR online.
 - Implemented Express Lane Eligibility so Temporary Assistance for Needy Families (TANF) and SNAP data can be shared with Medicaid, resulting in over 320,000 children being enrolled in Medicaid.

Office of Information Technology

2011-2014



- The Office of Information Technology was established in the spring of 2013 when Governor Bentley signed Senate Bill 117 (Act 2013-68).
- Shortly after the act was established, Brunson White was hired as the first Cabinet-level information technology executive in the state's history.
- In the summer of 2013, the Office of Information Technology (OIT) was established and is currently staffed with 5 people who serve as the governance arm for state IT.
- The State of Alabama embarked on standardizing its time and attendance function by selecting the Kronos Time Management System for all state government.
- The State of Alabama also committed to upgrade the financial and personnel software for the first time in several decades by moving to the Advantage Enterprise Resource Planning (ERP) System. This system was installed at Medicaid in 2013 and will be installed in the other parts of state government, along with the new time and attendance system, over the next several years. These systems will provide the greatest cross-agency process change in the history of the State of Alabama.
- Established governance over the Alabama CARES (Centralized Alabama Recipient Eligibility System) project to ensure the State will have a combined eligibility system that streamlines government processes and provides an integrated approach to services for citizens of Alabama.
- The Agency CIO Advisory Council was established to provide the Secretary and the OIT input and recommendations for IT policy and strategic direction.
- The IT Executive Committee was established to provide the Secretary and the OIT input regarding the business needs and priorities of the State and to make recommendations for the IT strategic direction and the governance of IT capital investment projects.
- The Secretary and members of the OIT represent Alabama Information Technology on the following boards and associations:
 - Alabama Supercomputer Authority
 - Homeland Security Task Force
 - Alabama Geographic Information Systems Executive Council
 - National Association of State Chief Information Officers
 - Stewards of Change
 - American Public Human Services Association – IT Solutions Management for Human Services
 - University of Alabama Management Information Systems Forum
- The 2013 Annual Report was completed.

- The Alabama IT Strategic Plan FY15-18 was completed.
- Developed and coordinated with the Executive Budget Office new budget processes and forms to track Information Technology budgets for all state agencies. New forms will allow the state to track IT budgets beginning in the FY2016 budget cycle.
- Assisted with the Microsoft Office 365 agreement to consolidate and improve state email.
- Completed the first phase (out of four) of the new IT Project Management process. This phase covers project approval requirements for IT projects that meet a defined threshold and requires agencies to submit a business case and cost benefit analysis for capital investment IT projects.
- Sponsored the Alabama Digital Government Summit.
- Sponsored the Government Analytics Innovation Summit.
- Completed the Windows XP operating system replacement project which resulted in upgrading or replacing almost half of the state's desktops and laptops.
- Advised many legislators during the 2014 session on several bills affecting Information Technology
- Served as Technical Advisor for:
 - Drone Task Force
 - Workforce Improvement Council Data Subcommittee

Department of Insurance

2011-2014



Regulatory Accomplishments

- Implemented the Property Insurance Clarity Act, collecting data required under the Act going back to 2007 and requesting voluntary reporting of data by insurers for 2004-2006. Published personal property claims data by zip code, as required under the Clarity Act.
- Began the establishment of the first insurance fraud investigations unit, hiring investigators and setting up protocols for working with local law enforcement and industry.
- Activated the Strengthen Alabama Homes program with a Federal Emergency Management Agency (FEMA) wind mitigation grant program for Mobile and Baldwin counties.
- Issued a bulletin significantly increasing the benchmark wind mitigation discounts that insurers must offer for homeowners insurance.
- Issued a regulation to require insurers to develop by-peril rating for homeowners insurance by 2018, disclosing premiums to consumers by peril.
- The Alabama Department of Insurance (ALDOI) Preneed staff participated in public outreach opportunities in Mobile, Baldwin, and Jefferson counties.
- Implemented the new Title Insurance Agent Law, including examination and continuing education.
- The ALDOI licensed five captive insurers, with two captive insurers waiting the feasibility studies certified by the company's actuary.
- Completed 30 market analyses in 2013, 5 more than the National Association of Insurance Commissioners (NAIC) required standard.
- Implemented a Consumer Feedback Questionnaire program, which gives complainants an opportunity to express feedback about the service provided.
- Department staff manned FEMA Disaster Centers that were open as a result of the April 2011 storms.
- Responded to Alabama Emergency Management Agency (AEMA) and FEMA requests for information concerning coastal applicants for FEMA wind mitigation grants.
- Conducted an actuarial study to determine the wind mitigation discounts that would be appropriate for each county upstate.
- Consulted with various stakeholders to ascertain what would be required to achieve a statewide roofing code that meets Insurance Institute for Business and Home Safety (IBHS) standards.
- Met with major homeowners' insurers and insurance trade organizations to encourage the distribution of IBHS brochures to policyholders to provide information on wind mitigation.
- Worked with the Rockefeller Foundation to assist in implementing its Alabama wind retrofit pilot program.

- Worked with the Department of Homeland Security to help them develop their ResilienceSTAR wind mitigation pilot program for Alabama.
- Worked with various stakeholders to identify how Alabama could implement the federal Property Assessed Clean Energy (PACE) program for issuing wind mitigation loans to consumers and businesses.
- Implemented a requirement that all pre-licensing course providers include training material on the IBHS mitigation standards and the Alabama mitigation discounts for agents and claims adjusters.
- Developed the pre-licensing exams and continuing education course requirements needed under the new Independent Insurance Adjuster and Title Insurance Agent laws.
- Finalized the procedures to implement the fingerprinting law for insurance producers, independent insurance adjusters, and title insurance agents.
- Streamlined the Department's examination process for the sale of preneed services and merchandise by funeral homes and cemeteries and simplified preneed certificate renewal and application forms.
- Assisted with the George Washington Carver cemetery bankruptcy situation in Birmingham.
- Provided leadership in the development of guidelines with regard to the (National Association of Insurance Commissioners (NAIC) Principle Based Reserving project for Life and Annuity products.
- Collected 2013 Clarity Act data from insurers for upcoming distribution to the public.
- Published the Clarity Act White Paper and accompanying Point Paper to explain the challenges to using the Clarity Act data in homeowners' ratemaking.
- Alabama's domestic captive insurance industry consists of 29 captive insurers and 55 service providers, up from 10 captive insurers and 21 service providers as of December 31, 2010.
- The Department will again exceed the NAIC standard for market analyses of 25 insurance companies.

Legislative Accomplishments

- Passed amendments to the Risk-Based Capital Trend Test law, bringing property and casualty insurers in line with life and health insurers in terms of risk-based capital requirements. Required for NAIC accreditation.
- Passed legislation to strengthen the Insurance Fraud law, first passed in 2012.
- Revised the foreign insurer licensing statute to allow a greater level of cash equivalents in terms of diversity of investments. The Act will make it easier to bring new property and casualty insurers to Alabama coastal counties.
- Passed legislation giving domestic insurers more accounting options relating to credit for their cost of reinsurance. Required for NAIC accreditation.
- Amended the 2013 General Fund Appropriations bill to authorize a transfer of ownership of Oakwood Cemetery Annex to the City of Montgomery.

- Worked with the legislative leadership to stop bills that would have weakened certain state fire codes.
- Passed the first major overhaul of the Preneed Funeral and Cemetery Act to give the Insurance Commissioner authority over persons unlawfully writing preneed contracts. The new law makes certain violations punishable as a felony; changes the annual renewal dates for certificate holders; requires certificate holders to make semi-annual reports of preneed contract and trust activity; and changes the timing for placing preneed funds into trust.
- In collaboration with the State Employees Insurance Board (SEIB), passed a bill to suspend the Alabama Health Insurance Plan (AHIP), a state guaranteed issue program, and cease operations under certain conditions. Under the bill, AHIP is only suspended so it can be brought back without legislation should the Affordable Care Act, the federal guaranteed issue program, be altered or repealed requiring a reestablishment of the AHIP program.
- Amended state law authorizing the fingerprinting of insurance producers, independent adjusters and title insurance agents.
- Passed legislation to provide amendments to the Alabama Holding Company System Regulatory Act to make Alabama law substantially similar to the NAIC Model Holding Company Act. The new law applies the Act to health care service plans, Health Maintenance Organizations (HMOs), and fraternal benefit societies. Importantly, it requires assessment of enterprise risk within an insurance holding company system, with an exception for smaller companies.
- Passed legislation to make Alabama law substantially similar to the NAIC Model Risk-Based Capital, Business Transacted with Producer Controlled Property and Casualty Insurer, and the Risk Retention Acts to bring them in compliance the NAIC model acts.

Other Accomplishments

- The ALDOI set a new benchmark for contributions to United Way through the State Combined Campaign (SCC). With 122% participation (169 contributions among 138 employees), the ALDOI raised more than \$22,900, approximately 508% of the SCC's goal for the Department and surpassing the Department's 2013 total by more than \$1,000.
- The Department continued its efforts to increase competition in the insurance industry in Alabama by recruiting insurance companies to do business in our state. This year, two new insurance companies, writing homeowners insurance, have begun serving Alabama's coastal counties.

Department of Labor

2011-2014



- Alabama's wage and salary employment is at its highest point since 2008. In September 2014, 1,937,800 jobs were counted in the state. This also represents 31,600 more jobs than September 2013.
- Toward the end of the year in 2014, the amount of weekly payments for regular unemployment compensation benefits has consistently been below \$4 million, which has not occurred since 2007.
- All measures regarding unemployment compensation are below recessionary levels. The number of people applying for benefits, the number of claims paid, and the dollar amount paid continues to remain below 2008 levels. The number of initial claims filed in September 2014 was 16.1% less than the number filed in September 2013.
- The Alabama Unemployment Compensation Trust Fund continues to improve, with a balance of more than \$352 million. The fund has only seen a balance this high on one other occasion since 2010. As the fund continues to grow, \$183 million less in unemployment insurance taxes have been collected compared to three years ago, and \$71 million less than last year (as of September 2014). These tax savings are being put back into the economy and allow employers to hire more people.
- JobLink, the state's free online jobs database, continued to register record high numbers of active job orders this year, surpassing the 20,000 mark on several occasions. This beats the previous records set when a surge of temporary clean up jobs were available following the 2010 Gulf Oil Spill and the 2011 tornado outbreak.
- Unemployment Insurance tax rates have also gone down, providing much needed relief for employers, who have been paying some of the highest rates in Alabama's unemployment tax history. Shared costs, which are the aggregate costs that all employers must pay to absorb defunct businesses, have dropped by 1.3 percentage points from 2011's high rate of 1.6% to 0.30%, which is a direct result of lower unemployment in Alabama.

Alabama Medicaid Agency

2011-2014



Delivery System Reform

- Governor Robert Bentley signed legislation in 2013 and 2014 to increase efficiency within Alabama Medicaid while also helping improve patient care by moving to a locally-led managed care system. Since that time, the Agency has moved quickly to implement the Medicaid program reforms.
- Alabama Medicaid achieved its first official milestone toward the development of regional care organizations (RCO) in the state with the establishment of five regional service areas in September 2013. Subsequently, a total of 15 rules related to RCOs were finalized in 2013 and 2014.
- A federal 1115 waiver to facilitate the state's move to managed care was developed with stakeholder input and submitted in May 2014. Now pending before the Centers for Medicare and Medicaid Services (CMS), the waiver would allow the state to implement Regional Care Organizations by building on the successes of the Agency's Patient 1st, maternity and health home programs while injecting additional funds to build necessary infrastructure and support providers during the transition.
- The Agency granted probationary RCO status to 11 groups of providers.
- Alabama was one of three states selected in September 2014 by the National Governors Association to participate in a year-long policy academy aimed at helping states use Medicaid to transform the delivery of services for those enrolled in the system.
- Medicaid obtained federal approval to implement comprehensive care management in its four Patient Care Networks, also known as "health homes," in mid-2013. Federal approval allowed the state to draw down 90 percent federal matching funds for a two-year period between July 1, 2012, and June 30, 2014. A request to expand the health home program statewide was submitted in 2014 and is now pending before CMS.
- A new Pharmacy Study Commission appointed by Governor Robert Bentley met during fall 2013 to analyze the current system, comparing Alabama's program with other states' operations, and identifying alternative pharmacy systems that could maintain quality and save money for Alabama. The final report was submitted on December 31, 2013.

Organizational Improvements

- During 2013, Medicaid implemented a new integrated financial accounting system to replace its outdated accounts payable/receivable system. The new system provides easier access to information, enhanced data integrity, and improved work flow and consistency of reported information throughout the agency and with the state's central accounting system. The system was implemented in an astonishing eight-month time frame from beginning to end as a

coordinated effort with the State's Comptroller's office and Information Systems Division.

- A \$2 million, two-year grant from the federal government in December 2012 helped Alabama Medicaid obtain new technology and resources to improve health outcomes for adults covered by the program. The Adult Health Quality Measures Grant was used to increase the Agency's capacity for standardized data collection and reporting of the data on the quality of health care provided to the approximately 453,000 adults currently eligible for Alabama Medicaid.
- Thanks to the collaborative efforts of the Alabama Medicaid Agency and the Alabama Department of Public Health and the Alabama ALL Kids program, the first phase of a new online system that meets all federal requirements has been successfully developed, tested and launched on schedule and at a savings to taxpayers.
- The new system will eventually replace the existing architecture and structure of the current Medicaid system which is over 30 years old and suffers from inefficiencies common to older, outdated systems. By developing the system in-house through the Alabama Department of Public Health (ADPH), the two agencies expect to save \$20 million in state and federal funds.
- In 2014, Alabama was one of five states recognized by the Centers for Medicare and Medicaid Services for its progress in making technology updates to transition to a streamlined, data-driven eligibility determination process. The state was recognized for its early successes in implementing federally-required simplifications that significantly improve the application and enrollment process for individuals and families.
- Changes were made in 2012 to improve internal capacity in financial management, data analytics, and information technology, including the addition of a new chief financial officer for Medicaid and procurement of actuarial services in order to provide data and analytics for future decision-making. Additional staff changes in 2014 laid the foundation for the Agency's emerging role of providing oversight for a managed care healthcare system.
- In February 2013, Medicaid implemented an automated renewal match system with the Department of Human Resources (DHR). Now, approximately 44% of cases are automatically renewed through "Express Lane Eligibility" each month which maximizes worker time while saving money for the state.
- A new online application system to help streamline the process of applying for Medicaid while in a nursing home was launched on July 1, 2013. As of November 2014, nursing homes had entered nearly 1,700 applications online.
- Alabama Medicaid took steps in 2014 to ensure that the state had an adequate number of primary care physicians by continuing enhanced payments after the federal payment program ended in 2014. The move is expected to help stabilize the physician workforce as the state moves to managed care.
- New financial, clinical and administrative strategies were combined in 2013 to reduce pharmacy-related costs while preserving access to most critical medications. Preliminary

numbers suggest the state saved a minimum of approximately \$14 million in state funds in FY 14 as a result.

Quality Improvement and Program Innovation

- In October 2012, Alabama Medicaid was approved to receive up to \$28 million over four years for a *Money Follows the Person* Rebalancing (MFP) Grant Demonstration project to help states “rebalance” their long-term care systems by increasing the use of home and community-based services and decreasing the use of institutional care. Known in Alabama as Gateway to Community Living, the initiative helps recipients determine if they can live safely in the community and if so, locate housing, arrange for necessary services and make the move.
- Multiple initiatives to address the issue of infant mortality and prematurity have been sponsored by the Alabama Medicaid Agency. Efforts in 2013 and 2014 included projects to increase use of specialized medications to prevent a second pre-term birth in women with a history of pre-term delivery, and changes to discourage elective births prior to 39 weeks’ gestation.
- A project to test innovative ways of caring for Medicaid recipients who experience a psychiatric emergency suggests that Alabama’s plan can provide improved access to care at a lower cost. The project’s initial results included a reduction in 30-day readmission rates and an increased number of patients taking advantage of the program.
- In September 2014, Medicaid technology professionals connected 13 physician practices to the state’s cloud-based exchange. With the new connections, providers will be able to securely retrieve information while receiving notices when their patients are admitted, discharged or transferred between hospital and home or other care location. The system also allows for the exchange of patient information between primary care providers and specialists who have connected as well.

Department of Mental Health

2011-2014

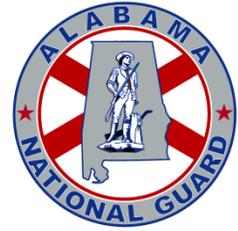


- On May 21, 2014, Governor Bentley dedicated the new 260,000-square-foot Bryce Hospital in Tuscaloosa serving persons with mental illnesses. Located on the former Partlow campus, the hospital's design centers around therapeutic principles that make it a state of the art psychiatric treatment facility. This facility provides a less institutional feel and incorporates a treatment mall that includes such amenities as barber and beauty shops, a canteen, a fitness center and gym, and generous spaces for consumer advocates and therapy areas—all of which are designed to assist consumers in recovering and successfully resuming their lives in their own communities as soon as they are able.
- The department (ADMH) served approximately 100,000 persons (consumers) with mental illnesses in community programs; almost 1,500 received services in the state hospitals; and over 21,000 persons across the state received substance abuse treatment services from ADMH contracted providers.
- Successfully transitioned the care of persons with mental illnesses from state hospitals (Greil and Searcy) to community mental health center providers. The overall state hospital census has decreased by approximately 50% since January 2011.
- Developed, enhanced and expanded community-based services for persons with mental illnesses to provide for acute care services in Regions 1 and 2 (the North Alabama Regional and Bryce catchment areas).
- Worked collaboratively with other state agencies to expand and enhance employment opportunities for individuals with intellectual/developmental disabilities. For example, ADMH:
 - Adopted an “Employment First” philosophy for services to people with disabilities,
 - Participated in the Project Search Initiative for high school youth with disabilities to transition to employment - 7 employers are now participating,
 - Helped in securing (with ADECA) a \$3 million workforce development grant from the U.S. Department of Labor to serve people with disabilities,
 - Established an interagency team to coordinate efforts to develop employment training options and supports for people with disabilities.
- Began collaboration with other state agencies to address the re-entry and transition of individuals with mental health issues from ADOC to community care, including implementation of a grant that will fund the development of systems for sharing data between ADMH and ADOC.
- Revitalized the Forensic Workgroup for the purpose of evaluating the current service delivery system for consumers with criminal commitments and to propose a plan for improving forensic services across the state, including both institutional and community-based services.

- State hospitals (for persons with mental illnesses and for those criminally committed) maintained certification and accreditation, and each was recognized by The Joint Commission as a Top Performer on Key Quality Measures in 2013.
- Continued to work closely with Alabama Medicaid on the transformation of Medicaid services and the implementation of Medicaid managed care.
- Continued to work to implement an electronic health record in all state facilities, and continued to assist substance abuse community providers that do not currently have electronic health records to implement one within the next two years.
- Distributed \$1.6 million (federal funds) to 20 counties to address underage drinking.
- Made deaf interpreter services available statewide to persons receiving substance abuse treatment services.

Alabama Military Department

2011-2014



Legislative

- For the first time, the Alabama (AL) Code of Military Justice has been fully implemented. It passed the Legislature and received the Governor's signature. The Manual for Courts Martial and State Military Department Regulation have been written, and all commanders and service members have been trained.
- The AL National Guard (AL NG) Education Assistance Program was increased from \$1,000 to \$2,000 annually.
- AL NG members are now covered under state workers' compensation insurance while serving in a State Active Duty Status (e.g., in Defense Support to Civilian Authorities - DSCA).
- AL NG members who live outside Alabama but attend college in Alabama qualify for in-state tuition.
- Established a State tax credit of \$1,000 for employers who hire veterans.
- Conducted a comprehensive review of state code relating to the AL NG and updated it to reflect all changes in the NG over the last 50 years.

Additional

- The AL NG has achieved and maintained 100% member strength since 2011 and ranks 5th out of 54 NG's even though the state's population is relatively small.
- The AL NG Domestic Operation Group (DOG) was established in response to the April 2011 tornados. Since its inaugural mission the DOG has responded to a total of 8 declared state emergencies including tornados, winter storms, and tropical systems.
- The AL NG Jobs program has assisted over 450 service members in obtaining employment.
- The AL NG economic impact in Alabama (relative only to new maintenance and construction project's Federal/State share) currently totals Fed \$68.9 million/St \$5.5 million. Potentially, 50 projects are currently funded for FY15 totaling Fed \$12 million/St \$1.3 million. Projects completed include: Ft McClellan Training Center PH II, Live Fire Shoot House, Talladega Reserve Center, Athens Reserve Center, Decatur Reserve Center, and for the Foley Reserve center which is projected for FY19. ("Reserve Center" means AL NG owns and is the primary occupant and multiple military and/or municipal/St components utilize space there).
- Dedicated the \$8 million Pelham Range Armed Forces Reserve Center.
- The Joint Forces Headquarters and Birmingham Phase II Armed Forces Reserve Centers both received the Leadership in Energy and Environmental Design (LEED) GOLD Certification Award in

2013 and 2014, respectively.

- The first ever interagency hurricane exercise was conducted with the Alabama National Guard, Alabama Emergency Management Agency and Calhoun and Mobile county EMA offices, which greatly increased Alabama's readiness to respond to a hurricane event.
- AL Air National Guard (ANG) received the newest, state-of-the-art Eagle Vision system in the Air Force (AF) inventory. This gives AL a high resolution, near real-time satellite imagery download capability (particularly helpful in DSCA).
- The Air Force has recently re-designated the AL ANG's 280th Combat Communications Squadron as the 280th Special Operations Communications Squadron, recognizing its increased capability and military value to our state and nation.
- AL ANG continued supporting its Title-10 Federal requirements and maintained full mission capability in spite of the government shutdown and limited funding.
- Deployed over 20 soldiers from 167th Theater Spt Cmd in response to Super Storm Sandy.
- Activated for State Active Duty over 100 soldiers to respond to Tropical Storm Karen.
- AL NG began its 21st year of the State Partnership Program (SPP) with Romania.
- Members of the AL NG and AEMA traveled to Romania on federal funds to work with the Romanian General Inspectorate of Emergency Situations to assess its current interagency plan and provide guidance for disaster response in Romania.
- AL NG conducted a Medical Exercise (MEDEX) between the 161st Medical Battalion and the Romanian Military Medical Directorate in Pitesti, Romania.
- Major General Perry Smith visited the Romanian Chief of Defense, LTG Danila, U.S. Embassy Officials and European Command Leadership during his annual Senior Leader Visit to coordinate Country Cooperation Plan objectives (in response to Ukraine initiatives).
- Deployed 1,750 Soldiers and Airmen to Afghanistan, Iraq, Qatar, Guantanamo Bay, Kosovo, and Kuwait in support of OEF and OIF.
- The AL NG's Civil Support Team (CST) was called into action 12 times in response to potentially hazardous substances.
- Transitioned all Alabama Army National Guard computers to DISA Enterprise Email system.
- Conducted a Staff Ride and ceremony at Little Round Top during the 150th Anniversary of Gettysburg along with the Maine National Guard.

- In fiscal year 2014, more than 1,050 pieces of new equipment were issued to units in the AL NG, for a total value exceeding \$100 million.
- Established a Quarterly Equal Opportunity/Sexual Assault Case Review board.
- Trained and placed a Sexual Harassment & Assault Response Coordinator in every unit.
- AL NG Funeral Honors teams average conducting over 1,700 Military Funerals per year across the state for all military service components, not just for the AL NG.
- The AL ARNG has a sustained program of management, process, performance, and objective metric improvement. The tools utilized are: Proactive management and oversight rather than reactive, utilization of conference calls, and one-on-one management of objectives through monthly tracking to define trends.
- The ALNG implemented use of the Baldrige Quality Criteria Assessment and Lean Six Sigma process improvement to define root cause and improve the process.

Department of Revenue

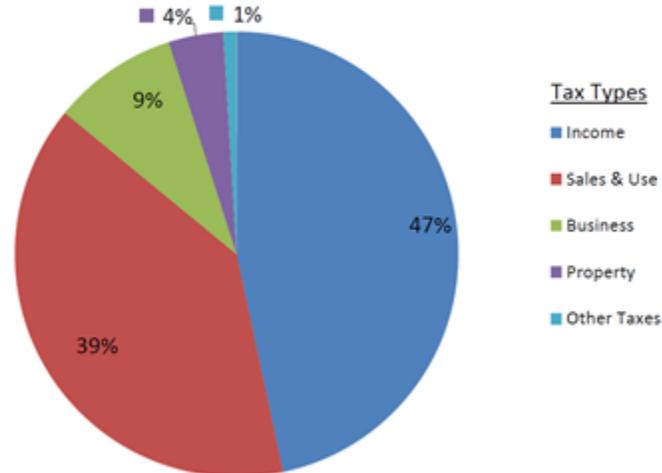
2011-2014



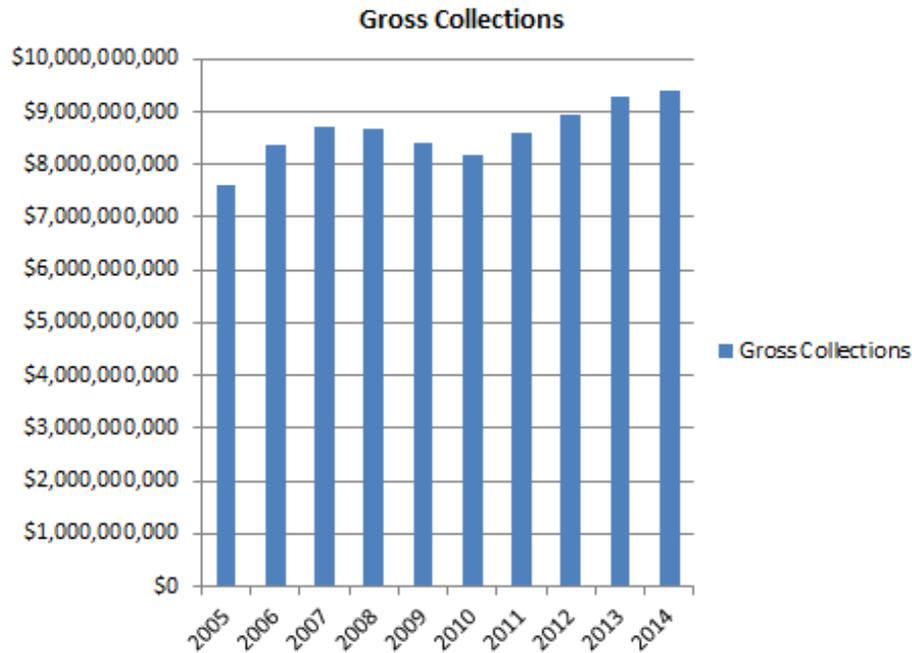
Overview

- While not its only responsibility, the Alabama Department of Revenue (ADOR) has made improving compliance and utilization of better technology its priorities during the first four years of the Bentley Administration. The rationale behind this prioritization is that the easier it is to file returns, the more frequently they are filed, thus boosting revenue.
- ADOR is responsible for more than 50 different taxes but just a few really make up the bulk of our collections. The chart below nicely illustrates this point.

ADOR Gross Tax Collections



- For the fiscal year ending 2010, ADOR reported total revenue collections of \$8.197 billion. For the fiscal year ending 2014, total collections were \$9.402 billion, an increase of \$1.205 billion or 14.7%.
- ADOR collected \$3.752 billion in Individual Income Tax in 2014 compared to \$3.214 billion in 2010 or an increase of 16.7%. Corporate Income Tax was fairly steady throughout this same period so it did not contribute to the increase in total collections. However, holding corporate tax collections to a level amount in a time of the most advanced corporate tax avoidance environments anyone has ever seen is a victory.
- ADOR collected a little more than \$2 billion in sales tax in 2014 compared to \$1.85 billion in 2010.
- Over the past four years, total collections have grown from the prior year anywhere from two to five percent. The chart below illustrates ADOR collections over the past 10 years and shows consistent growth during the first four years of the Bentley administration.



Major Initiatives

- Created a Super Taxpayer Service Center in a new location on Taylor Road in Montgomery which allows a taxpayer to do business with ADOR, no matter the tax type or function. Every single type of process that we manage can be done in the Super Taxpayer Service Center making it easier to do business with ADOR.
- Created new processes for facilitating communication among divisions which improves the ability to share knowledge, actions and functions within the department.
- Over the past four years, ADOR had been dedicated to creating new ways to stop identity theft and refund fraud, and as a result, created the Fraud Task Force. In 2013, we stopped 13,000 refunds totaling \$17,000,000 from leaving the state's coffers. We want to process legitimate returns quickly and concentrate on foiling criminals when they attempt to steal a citizen's personal information to file a fraudulent tax refund.
- A major revision of the personnel manual was completed, and decades old policies in almost all areas, including suspensions, terminations and nepotism, were rewritten. The new policies meet all of the required State Personnel guidelines.
- In January of 2011, ADOR had 1,186 employees. As of late 2014, there were currently 1,137 employees. Since January 2011, ADOR has had 191 retirements, 84 resignations, 51 transfers and six dismissals. ADOR has hired and trained 290 employees in this time frame. There are almost 300 employees eligible for retirement.

- ADOR developed and implemented an in-house call center which is intended to improve our customer service by providing fast and knowledgeable answers to four basic taxpayer/customer call types:
 - Where's My Refund?
 - Where's My Title?
 - Mandatory Liability Insurance Questionnaire
 - Identity Confirmation Quiz (implemented to help prevent identity theft)
- Starting January 30, 2013, Alabama, for the first time, provides on the ADOR website a simple electronic filing option for anyone to use to file their state tax return. It is free, easy to use and encrypted for maximum security. Before, ADOR only provided a free form that one could fill in online but then had to print out and mail to us. This provides a cost savings to the ADOR since processing an electronic return costs basically nothing.
- Developed the AtlasAlabama.gov website to help business owners identify typical permits, licenses, certifications, etc. for given activities undertaken by businesses. The site offers a fully functioning wizard that allows users to enter information about their business and get results based on the answers that are entered. Information about City, State, and Federal resources, as well as other useful resources for businesses and entrepreneurs is included throughout the site.
- The Discovery Module was integrated into ADORs Tax Administration System. The Discovery Unit's purpose is to use the various external data ADOR receives along with data it already has in its system to identify additional revenue due to the State and to develop discoveries to aid in the collection of that revenue. The Discovery Unit collected over \$15 million for fiscal year 2014.
- Optional for 2013 and 2014, we will, at no cost to the taxpayer or to the State, put the tax refund on a VISA debit card that can be used anywhere VISA is accepted or for cash withdrawals at ATMs throughout our state.
- During FY 2013-2014, the Collection Services Division collected more than \$78 million, which is \$2 million more than the year before. Eight taxpayer service centers throughout the state have employees located in the offices to assist with collection efforts. In Huntsville, the Collection Services Division increased its total collections by 54% over the prior year. Overall, this sole division increased its revenue collections by almost \$18 million from 2011-2014.
- As of September 30, 2014, ADOR collected \$217,887,850 in delinquent taxes.
- The ALVerify application allows county license plate issuing officials to continue to process online and mailed license plate renewals, which prevented long lines at the county licensing offices and reduced the amount of paper evidence that county license plate issuing officials would be required to process and maintain. The ALVerify application has been amended to allow licensing officials to verify driver license and non-driver identification numbers as a result of Act 2011-688.
- To address the increasingly growing number of properties that revert to the state due to unpaid property taxes, ADOR wanted to create a way to make it easier for investors to purchase these

properties. Using property tax database information, ADOR created an electronic application where one can easily search our database by county, parcel number or by name. Since this went live on July 1, 2014, ADOR has received a total of 8,010 electronic applications, a significantly larger number than we would have normally received. Again, this is one more way ADOR is making it easier to do business with the government.

- Prior to 2011 we did not have a disaster recovery solution for the Revenue Integrated Tax System (RITS). After the tornados of 2011, ADOR had to have a back-up plan in place should a disaster occur at the Gordon Persons Building due to the high volume of taxes collected each and every day. ADOR now has the plan in place and will be able to operate in a virtual environment to ensure assumption of department duties after a disaster.
- All of our title and database systems (title, registration, insurance, personalized tag reservations, etc.) have been integrated into one internet site, the Motor Vehicle Title, Registration & Insurance Portal (MVTRIP). This consolidation streamlined the process for county licensing officials and their staff when performing motor vehicle related functions. As part of this process, we have automated licensing procedures, reduced printing and postage costs and improved efficiency so taxpayers are served faster.
- Working with the Attorney General's office, we have conducted two very large tax evasion investigations, resulting in the arrests of three people accused of avoiding paying tobacco tax.
- ADOR was commended by State Auditor Samantha Shaw for achieving a perfect audit of personal property for the fifth consecutive year. The Department has 3,460 items on inventory.
- The Legal Division won a significant case, involving about \$37 million of corporate income taxes, against Kimberly-Clark Corp.
-
- All divisions are now paperless and the documents in storage that we were required to keep are now scanned and store on our network. Any new documents are scanned and stored on the network and then shredded.

Legislative/Regulation Initiatives

- ADOR has published a rule known as the Gross Income Tax Regulation, which addressed a loophole that allowed multi-state businesses to avoid paying taxes on income earned in Alabama. The Department of Revenue expected the change to generate approximately \$30 million for the 2012 Education Trust Fund budget, and approximately \$17 million per year thereafter.
- Act 2011-68: An Online Insurance Verification System (OIVS) was created which allows license plate issuing officials and law enforcement officers to immediately verify the insurance status of a vehicle at the time of registration or during a traffic stop or crash. The OIVS went into production on January 1, 2013, after a nine-month testing period that began on April 1, 2011. It is expected that this program will reduce the Alabama uninsured motorist rate, currently at 22%. No other State in the nation has utilized this type of real time verification. Our cost to

implement is basically a one-time cost so every year from now on we will give hundreds of thousands of dollars when verifying car insurance. The end result is we now will protect law-abiding citizens from those who chose to violate the law and significantly lower the chances of being hit by an uninsured driver.

- Act 2011-633: A real-time online system was established in 2012 to validate the vehicle and title information, including lien information for older model vehicles, and verify that the vehicle is not reported as stolen to help prevent the disposal of stolen vehicles. Upon completing the real-time online verification and validation, the department immediately provides an electronic confirmation receipt with a unique confirmation number. The system was upgraded to a new version in 2014.
- Act 2011-554: ADOR helped strengthen state law to stop the abuse of the Dealer Tag in our State. This act limits the number of dealer license plates that a new or used car dealer can obtain.
- Act 2011-628: This act dealt with the issuance of a complaint and summons or notice to appear in court for persons arrested for misdemeanor non-traffic violations; provides for the use of an electronic uniform non-traffic citation and complaint (eUNTCC) as an alternative method for issuing tickets; provides for a notice to appear in court similar to the e-tickets used for traffic offenses.
- Act 2011-709: This act established the Tornado Recovery Tax Incentive Protection Act of 2011; protects the granting and extension of economic benefits that became impacted and disrupted by the tornado outbreaks on April 15 and April 27, 2011, due to property damage and unexpected deadline delays during the qualification processes.
- Act 2012-196: The act authorized Jefferson county cities to issue motor vehicle license plates. The act was later amended (Act 2014-007) to specify that license plate renewals could also be issued by cities within Jefferson county that elected to participate. To date, three (3) Jefferson county cities have elected to participate.
- Act 2012-279: ONE SPOT (an acronym for Optional Network Election for Single Point Online Transactions) is the most revolutionary tax reform our state has seen in decades. Born at the behest of business owners who file sales tax returns, ONE SPOT changed the law, and for the first time, gives the taxpayer the option of using one spot to file all his State, City and County sales tax returns. This ONE SPOT system was operational October 1, 2013. All local cities and counties are provided the return and payment information electronically. This is the best example of making it easier to do business with our city, county and state governments anyone has ever seen and all is being done free of charge to the local jurisdiction and free to the business owner as well.
- Act 2012-416: The Commissioner of Revenue prescribed the number of years motor vehicle license plate designs will be valid. This will save the State (Corrections) about \$500,000 per year simply by only ordering reprinting of certain tags when necessary, not every five years, whether they are needed or not.

- Act 2012-378: This act eliminated a minimum penalty provision in failure-to-file tax law.
- Act 2012-474: ADOR wrote and pushed a piece of legislation that we called the Innocent Spouse bill. It mirrors the IRS handling when a tax liability is created by a spouse, for example, and the other person really has no culpability in the debt. This bill protects people from assuming a tax debt when they really had no part in creating it.
- Act 2013-205: This act related to construction projects for government entities sales tax exemption. This act was effective January 1, 2014, and significantly improves the process for government projects and their contractors. Since January 1, we have issued 2,331 certificates on 545 different projects. Of those, 157 applications have been denied, and we have processed 131 extensions.
- Act 2013-64: This act relates to Accountability Act rules and regulations. An automated way for people to donate online was created and with no appropriation to pay for it. As of December 30, 2013, the cap of \$25 million was reached. The Act also assists parents of public school students, when their schools are designated as failing schools, by providing refundable income tax credits to offset costs incurred by those parents who choose to transfer the students to certain other non-failing schools.
- Act 2013-67: ADOR participated in the consolidation of Alabama Law Enforcement, willingly turning over its uniformed officers to a unit enforcing commercial trucking laws and assisted with the design and development of a future inventory portal for law enforcement resources. We will also serve on the newly created legislative body created by this entity to promote solutions suggested by all the various law enforcement entities.
- Act 2013-88: This act required that all state agencies review all administrative rules every five years. ADOR served as a liaison between various state agencies, the Governor's legislative affairs office, and legislators to develop a reasonable and practical approach to this problem.
- Act 2013-398: This act, known as the Motor Vehicle Omnibus Act, accomplished several key items:
 - This act amended the law when renewing or registering an automobile in ADOR county offices, that only one ID or proof of ownership be shown the clerk instead of an ID for all names listed on the title or registration certificate. Making this change benefited every Probate Judge, taxpayer and clerk in our state's county offices.
 - The act also allowed sponsoring organizations to apply to the Legislative Oversight Committee for License Plates to create distinctive license plates for out-of-state colleges and universities. The additional fee for these license plates is distributed to the general fund.
 - The act also required the Department to develop an electronic pre-commitment application to allow sponsoring organizations to apply for distinctive license plates that are going through the distinctive license plate pre-commitment process. This electronic application removes the burden from license plate issuing officials in accepting and maintaining paper distinctive license plate pre-commitment applications, and

distributing the fees to the State Comptroller.

- This act allows sponsoring organizations to submit applications for motorcycle distinctive license plates to the Legislative Oversight Committee for License Plates.
- Act 2014-146: The Taxpayer Fairness Act created an independent executive branch agency, the Alabama Tax Tribunal; replaces the Administrative Law Division with the tribunal and Administrative Law Judge within the Department of Revenue for hearing appeals of tax matters and other matters of the Department of Revenue as well as certain participating self-administered counties and cities; provides hiring and replacement of a judge or judges of the tribunal and for the functions of the tribunal; judges required to have the requisite knowledge and experience to hear and resolve disputes between taxpayers and the Department of Revenue or taxpayers and any self-administered county or municipality that has elected to participate with the tribunal; creates an "Associate Alabama Tax Tribunal Judge" and a "Chief Alabama Tax Tribunal Judge" or "Chief Judge"; self-administered counties or municipalities participating with the tribunal will have the same authority provided to the Commissioner of the Department of Revenue relating to installment payments with respect to taxes administered or collected by the self-administered county or municipality; revises the date the final assessment was made from the time it was entered to the date the assessment was mailed.
- Act 2014-321: This act provides that a city and/or county may submit outstanding debts owed to DOR for offset against state income tax refunds. Debt must be submitted to DOR through the Association of County Commissioners or The League of Municipalities.
- Act 2014-331: This legislation allows ADOR to suspend the collection of a tax if the administrative cost exceeds collections from such tax.
- Act 2014-415: This act provided taxpayers the option to file a non-itemized short form to report business personal property if the taxpayer's business personal property is less than or equal to \$10,000. This form was available on October 1, 2014. DOR coordinated the establishment of the Optional Personal Property Assessment Link (OPPAL) Advisory Committee. DOR is continuing to work on the development and implementation of OPPAL in preparation for the "go live" date of December 1, 2016.
- Act 2014-157: This act provided a means for out-of-state businesses and out-of-state employees to establish temporary presence and residency, when coming to Alabama to assist with a disaster declared emergency in the state, without having to file or pay any use tax or ad valorem tax on equipment brought into the state. Out-of-state employees and out-of-state businesses are required to pay transaction-based taxes and fees during the disaster period including, but not limited to, fuel taxes, lodgings taxes, sales taxes and automobile leasing taxes.
- Act 2014-262: This act defined terms relating to wholesale dealers and jobbers; separates little cigars from filtered cigarette-sized cigars and eliminate cigar categories for which tax is no longer applicable. This act also removes archaic language requiring distributors to cancel a stamp when it has been affixed to tobacco products; requires the state tobacco tax amount to be separately stated on the invoice; requires retailers to maintain 90 days of invoices; requires computer and machine generated invoices; levies departmental penalties would apply for

failure to maintain records, requires retailers and semi jobbers that import tobacco products into the State to electronically submit a copy of the invoice to the department within 12 hours of receiving the products; amends the confiscation procedures and provides for confiscation notices to be posted on the department's web site, provides for confiscation of tobacco if invoices are not maintained or if products are stored by non-permitted or non-registered entities. The act also provides for tobacco entities to electronically file a monthly report with the department detailing tobacco sales made for resale.

- Act 2014-341: This act amends Tobacco Master Settlement complementary legislation and escrow fund provisions to: define certain terms to assure clarification in administration of this law, make the importer jointly and severally liable with the tobacco products manufacturer of cigarettes for escrow deposit obligations, provide for seizure of and forfeiture of cigarettes for failure to deposit funds into escrow, require both the nonparticipating manufacturer and importer or importers of cigarettes to appoint agents for service of process, require the nonparticipating manufacturer to hold a valid permit, provide for nonparticipating manufacturer bond requirements, and further provide for disclosure of information.
- Act 2014-430: This act will allow the Department of Revenue to easily ensure that taxpayers with a valid business license are compliant with all other tax filing requirements. As a result of this Act, a secure server was developed so that all counties may submit their monthly business privilege license reports electronically, as required.

Department of Senior Services

2011-2013



Nutrition Services

- In FY14, there was an increase of over 1,900 new meal participants and 166,000 new meals served. A large increase was due to an outreach initiative in the Black Belt region to target seniors who were at risk for poor nutritional health. The outreach initiative served approximately 400 underserved seniors. The Jefferson County and Central Alabama Area Agencies on Aging targeted an outreach program providing meals to the homeless.
- A Statewide Center Manager Training was held in Montgomery for over 350 senior center managers for the first time in nine years. This training covered various topics to improve Senior Center Manager skills and was appreciated by all who attended.

Aging and Disability Resource Centers (ADRC)

- The Governor, along with the Alabama Medicaid Commissioner designated the Alabama Department of Senior Services (ADSS) as the lead agency for ADRCs.
- ADSS was the recipient of a federal No Wrong Door grant for community living in FY11, FY12, FY13, and FY14. These grants allowed Alabama to streamline processes, develop partnerships and policy, and secure sustainable funding through the Medicaid Administrative Claiming process.
- ADSS developed a uniform pre-screen form for ADRC staff to use for benefits counseling. The screening is the first point of entry into any network service. These screenings will prevent premature placement in nursing homes and will ensure individuals are receiving the benefits and supports needed to remain independent in the community setting of their choice.
- Alabama has established ADRCs in all of its 13 AAAs (Area Agencies on Aging), covering all 67 counties to empower individuals to make informed choices regarding their long-term care. **7,393** individuals have been screened since April 2014.

Elder Rights

- ADSS, in collaboration with Department of Human Resources, the Attorney General's Office, and 30 other public agencies and private organizations, established the Council for the Prevention of Elder Abuse in 2011 and was codified into law during the 2012 regular legislative session. The Council's mission is to strengthen partnerships to protect Alabama's elders and raise awareness of elder abuse, neglect, and exploitation through education, advocacy, and outreach.
- The Protecting Alabama's Elders Act (SB 29) was passed in 2013 by the Legislature with help from the prevention council. The new law has generated a great interest from other states which are using it as a model to pass similar legislation to protect their elders.
- The statewide prevention council, in collaboration with seniors across the state, developed and distributed approximately 30,000 new Elder Abuse Protection Toolkits, which have been

recognized nationally and replicated in other state jurisdictions. The toolkit includes elder abuse definitions; questions elders should ask themselves; four primary methods used to target elders; a financial scam quiz, and information on where to report abuse, neglect, and exploitation.

SenioRx, Prescription Drug Assistance Program

- In 2013, ADSS extended eligibility in the reduced-cost or no-cost prescription drug program to include people declared disabled by their physicians but not yet by the Social Security Administration. These individuals were in a waiting period to receive benefits. After encouragement from the individuals working in the field, the Department increased the eligibility to include those who were declared as disabled by their Physician, yet are waiting or appealing their application to receive Social Security Disability.

Caregiver Services

- All 13 Area Agencies on Aging (AAAs) are trained on modules and outcome materials produced from the REACH and Project Hope grants. This training was also provided to lead case managers for Medicaid Waiver and ADRC staff to help provide support for family caregivers. The department also provided the training for Caregiver Coordinators, Ombudsman, and Waiver case managers to provide Virtual Dementia Tours to various groups in their communities.
- The Alabama Cares Program, which supports family caregivers of older people, played a vital role in distributing and collecting the Alabama Caregivers Survey on Elder Abuse under the Elder Justice Initiative.
- ADSS Program and IT staff worked collaboratively to streamline and simplify the reporting process for gathering demographic, eligibility and outcome data for the Alabama Cares program. This includes moving the reporting process from a desktop version to a web-based process.
- In FY14/15, ADSS will partner with a local university to conduct surveys and utilize training programs to provide greater education and support for caregivers of individuals diagnosed with various forms of dementia.

Lifespan Respite Grant

- ADSS is partnering with the Alabama Lifespan Respite Resource Network™ (Alabama Respite), the Alabama Lifespan Respite Coalition, and the Alabama Department of Rehabilitation Services to expand the capacity of respite and educational programs for caregivers in Alabama.
- In FY12, ADSS was awarded an 18 month grant to enhance the Lifespan Respite Program for Alabama. Grant partner enhanced the capacity of Alabama Respite through the Sharing the Care (STC) program. Accomplishments of this grant included toolkits on “How to Start a Respite Care Program” and A Faith-based Respite toolkit.
- ADSS submitted and received an opportunity as one of two states to work on The Finance Project to develop a Sustainability Plan to continue the work of the Lifespan Respite Resource Network. This project provided the program with a Sustainability Toolkit and specialized technical assistance that is still in process.

- In June 2014 ADSS submitted a competitive grant to ACL and was one of a few states awarded a three year grant beginning in September 2014.

Senior Medicare Patrol (SMP)

- The Alabama SMP expanded its effort to combat Medicare fraud, waste, and abuse by increasing the number of new Fraud Fighter volunteers by 100% compared to the last fiscal year.
- SMP also developed new partnerships with major pharmacy companies that are raising awareness of Medicare fraud and teaching seniors how to prevent, detect, and report fraud and scams. The pharmacies now provide Medicare fraud prevention inserts in every prescription bag given to their senior clients.
- A new website, www.AlabamaSMP.gov was released to provide an online resource for citizen to find information on preventing, detecting, and reporting Medicare fraud. It also provides information where citizens can attend events to learn about Medicare fraud and how to volunteer in the fight against fraud.

Senior Community Service Employment Program (SCSEP)

- Senior Community Service Employment Program (SCSEP) – ADSS manages over 300 slots with approximately \$3 million in funding. This program places over 250 low income seniors in job training positions statewide.

State Health Insurance Assistance Program Grant (SHIP)

- In FY13, SHIP piloted a Medicare cost-saving program to track the money saved by Medicare beneficiaries during the months of October–December 2013. In a five county area, over \$980,000 was saved by utilizing SHIP to conduct a free in-depth health coverage plan comparison. ADSS implemented the piloted project statewide to measure cost savings by all 13 SHIP program sites.
- To meet the needs of this large influx in new Medicare beneficiaries in Alabama, the ADSS State Health Insurance Assistance Program (SHIP) has increased its statewide efforts by partnering with the Auburn University Harrison School of Pharmacy. SHIP recruited, trained and certified 400 new pharmacy students to serve as Medicare counselors. This partnership allowed the students to assist thousands of Medicare beneficiaries with their health coverage issues. This innovative partnership has been highlighted nationally and is being replicated in other states.

Elderly and Disabled Waiver Program

- ADSS was the only state agency operating the Elderly and Disabled Waiver program in 2012. The transition resulted in the reduction of administrative costs for the state. The program saved the state approximately \$4 million the first year following the transition. Having one agency operating the program also resulted in improved access to services that are available through the Area Agencies on Aging. ADSS served over 8,400 clients in FY14.
- In 2013, Commissioner Neal Morrison established a statewide Quality Improvement Committee for the Long-term care programs. This committee is comprised of ADSS staff, AAA Directors, Lead Case Managers, and Case Managers from across the entire state. This committee is

charged with developing methods to continuously improve the quality of the ADSS Medicaid Waiver programs.

Chronic Disease Self-Management Program/Living Well Alabama grant

- Alabama was awarded its second Chronic Disease Self-Management Program/Living Well Alabama (CDSMP) grant in FY13 and is working in full partnership with the Alabama Department of Public Health to continue statewide implementation and ensure sustainability of the program.
- Alabama has completed 263, 6-week classes for Living Well Alabama with a total number of participants at 3,668 and 2,852 completing all 6 workshops. Alabama has exceeded its goal and was commended by the federal partners for its success with this program.

Long-Term Care Ombudsman

- Commissioner Neal Morrison established the Office of the State Long-Term Care Ombudsman (LTCO) Program. This establishment expands the role of the Director of the State LTCO Program to make independent decisions, work with legislators to establish stronger legislation to address long-term care issues, and to provide leadership between the Office of the State LTCO and other entities for statewide coordination of efforts for the purpose of advocating for vulnerable adults.
- Provides advocacy oversight for Alabama's 230 nursing homes consisting of 27,003 beds, and 353 Assisted Living Facilities, Skilled Care Assisted Living Facilities, and Board & Care Homes consisting of 10,322 beds.
- Established a statewide Advisory Council to promote and increase the effectiveness of the office. Nineteen members were appointed to serve in a voluntary capacity for a two-year term.
- Completed its third and final year of a three year contract with the Alabama Medicaid Agency to utilize Civil Monetary Penalty (CMP) funds to benefit residents in nursing homes by enhancing ombudsman services. This agreement resulted in enabling ombudsman staff to provide an increase in resource information and trainings being provided to nursing home staff, as well as, educational events related specifically to nursing home residents.
- Signed an agreement with the Alabama Medicaid Agency, effective October 1, 2014, to support implementation of Alabama's Money Follows the Person demonstration called "Gateway to Community Living".
- Established strong partnerships with Public Health, Mental Health, Human Resources, Quality Assurance Foundation, Nursing Home Association, and the Medicaid Agency to address long-term care issues in Alabama's nursing homes.
- Hosted a Long-Term Care Conference that provided training to local ombudsman staff and resident family caregivers on topics such as Discharge Appeals, Nursing Home Disputes, Medicaid Eligibility, and Fraud in Long Term Care Facilities.

- In collaboration with the Medicaid Agency, and with the support of the Alabama Nursing Home Association, developed and distributed 2014 “Residents’ Rights Calendars” and “Hydration education” calendars to all nursing home residents, resident’s families, resident and family councils, and to the general public at community presentations and events. The purpose of the calendars is to educate and inform residents of their rights in long-term care facilities and to educate and inform residents of ways to prevent dehydration as this is a common problem among the elderly.
- Appointed by the United States Bankruptcy Court, Northern District of Alabama to monitor quality of care provided to hospice patients (terminally ill) in long-term care facilities as well as in the community.
- With the assistance from the University of Alabama Elder Law Clinic, the LTCO developed three educational toolkits on the topics of Medicaid Eligibility Application Process, Discharge Planning & Appeal Process, and Disability Rights. These toolkits were used to educate nursing home facility staff, residents, and family members on understanding Medicaid Eligibility, the right to an appeal in the long-term care system setting, and the rights of resident’s within long-term care facilities who are disabled.
- Partnered with Alabama’s Medicare Patrol Director to educate Medicare recipients and their families in long-term care settings about the prevalence of Medicare Fraud.
- Partnered and collaborated with the Alabama Quality Assurance Foundation (Alabama’s QIO office) and other partner agencies to improve the quality of care of residents, empower residents and staff, and reduce avoidable hospitalizations for nursing home residents (Centers for Medicaid and Medicare Services grant).
- Serves as a partner in the “Advancing Excellence in Alabama’s Nursing Homes” Campaign. The mission of the campaign is to make nursing homes better places to live, work, and visit.
- The LTCO program, through the AAAs local ombudsmen programs, received 4,293 complaints, and of those complaints, 2,418 were fully resolved to the satisfaction of the complainant or resident. Complaints that could not be fully resolved were forwarded to the appropriate oversight agency for an investigation (Alabama Department of Public Health and Department of Human Resources).
- In FY11-14, the Office of the State LTCO program provided a total of 23 substantive trainings to local ombudsmen on various topics, such as, Mental Health and Long-Term Care working together, HIV and the 60 plus age, Elder Justice Updates, Alabama Nursing Home updates, and the Attorney General’s role in investigating Medicaid Fraud in Long-Term Care Facilities.
- Revised the Policies and Procedures Manual to include information on the new statewide advisory council, new federal proposed conflict of interest language regarding organizational and individual conflicts that may impact the effectiveness and credibility of the work of the Office of State Ombudsman, interference and retaliation of an ombudsman performing their official duties, Ombudsman Code of Ethics, and other pertinent federal proposed mandates.

- Collaborated with the Alabama Assisted Living Association to provide education on the role of the Long-Term Care Ombudsman in Assisted Living Facilities.

Other Administrative Activities and Accomplishments

- ADSS spends 95% of its budget to provide services through grants to the 13 AAAs, which in turn contract with over 500 local service providers.
- ADSS is an active stakeholder in the Medicaid Money Follows the Person, Gateway to the Community Living project. ADSS staff work on committees and provide stakeholder involvement to the Medicaid Long-term Care Division to support planning, advocacy and grantee information for grant development and reports.
- ADSS developed the State Plan on Aging covering October 1, 2013 through September 30, 2016, which was submitted to the federal Administration on Aging and approved to continue to receive Older Americans Act funding.
- In FY13, Area Plan Guidance was developed and the AAAs completed the Area Plan Process in FY14 to submit plans to cover the years FY15 through FY17. These plans will describe the goals, objectives, and strategies to provide the long-term care services and supports in the 67 Alabama counties.
- In August 2012, ADSS hosted the first Health and Human Services Leadership Conference in Montgomery, AL. This two-day event, attended by over 200 participants, was designed to foster person-centered systems change in Alabama across the state human service agencies.
- In partnership with the Alabama Quality Assurance Foundation, Alabama Hospital Association, and other stakeholders, ADSS is working to improve community-based systems to prevent return trips to the hospital that could be avoided. There are currently two Centers for Medicare and Medicaid Services' Innovation Center projects in progress at two AAAs.
- In FY14, ADSS entered into a partnership with the University of Alabama to utilize students to assist with three projects to enhance its IT systems and software. These projects will streamline processes to make them more efficient and make data collection more accountable.
- ADSS and the AAA's helped to ensure Elder voter's rights by providing them access to obtain a picture Voter ID.
- In an effort to assist and protect seniors and persons with disabilities from natural disasters and such things as heat exposure, ADSS partnered and received a grant from the Alabama Department of Public Health (ADPH) to conduct local training events and distribute to the most vulnerable seniors and persons with disabilities in the state.
- Relocated the office of Senior Services, saving taxpayers approximately \$270,000 a year.

- Alabama’s tourism industry grew by a record 15% from 2011-2014 with some 25 million tourists spending more than \$11 billion a year.
- Much progress has been made on the construction of a major conference center on the Gulf Coast.
- The Alabama Bass Trail was established to bring tourism development to a dozen rural areas that have the fisheries and infrastructure, such as boat ramps and parking areas, to host major fishing tournaments.
- After the Alabama Bass Trail was established, a statewide tournament was created to attract the nation’s leading anglers to come to Alabama and compete in bass fishing. As a result, Alabama became the first state in the nation to have a statewide network of tournaments on lakes and rivers. Alabama is widely recognized as the nation’s leading destination for the bass industry.
- Alabama also hosted the Bassmaster Classic in Birmingham, which drew the largest number of anglers and spectators ever to Lake Guntersville for fishing and to Birmingham for the weigh-ins. Sports Illustrated, the nation’s top sports magazine, devoted 10 pages to cover the event, which also received widespread live coverage on the ESPN Networks.
- Governor Bentley participated in the pardoning of the defendants in the Scottsboro Boys Case. In 2013 he signed legislation in a modest museum in Scottsboro that cleared the nine young black men who were falsely accused in 1931 and convicted for a crime that did not occur.
- During the observance of the 50th anniversary of the Civil Rights Movement, an historic marker created by the Alabama Tourism Department was unveiled. The marker was dedicated to the 50th anniversary at the site where Reverend Martin Luther King Jr wrote “Letter from Birmingham Jail”.
- Tourism funds have been provided to assist the City of Selma and the National Park Service in advance of the March 2015 anniversary of “Bloody Sunday”, which tens of thousands of visitors are expected to attend.
- The Tourism Department created a series of tourism marketing campaigns which ultimately received national and regional awards:
 - The Year of Alabama Music – publication of “100 Places to Hear Live Music”
 - Support from the campaign led to the reopening of the Alabama Music Hall of Fame. *The New York Times* noted the reopening of the music museum and wrote that the Shoals was “a holy place in the evolution of rock ’n roll.” The Governor received broad support and appreciation for his decision to host the induction dinner for the Hall of Fame in the Shoals in 2014. It was the first time since the awards program was created in 1985 that the banquet had been held

in the community where Alabama's music industry was born.

- The Year of Alabama Food in 2011 and 2012
 - A photo exhibit of Alabama dishes that opened in New York City also toured Atlanta, New Orleans and Memphis. It later spent a year being shown in Alabama from Florence and Birmingham to Orange Beach and Dothan. The agency produced a successful book titled "Alabama Food" in cooperation with The Birmingham News and AL.com that sold more than 10,000 copies.
- The Year of Alabama Parks in 2014
 - Partnered with the Department of Conservation and Natural Resources in celebration of the 75th anniversary of the Alabama State Parks Systems.
 - First Lady Dianne Bentley made headlines across the state when she unveiled her "Bucket List" of special activities in the park system and accomplished those achievements during the year. She took part in several television commercials produced by the Tourism Department and received widespread publicity and generated increased attendance at state parks during the year.
- The Tourism Department partnered with the University of Alabama to complete a statewide Alabama Birding Trail website and app that lists hundreds of birding sites in all 67 counties.
- The agency licensed the phrase "Sweet Home Alabama" after the Alabama Legislature named it the official marketing name for Alabama. Signs on major interstates greet visitors: "Welcome to Sweet Home Alabama."
- The Tourism Department is well under way in compiling "100 Road Trips" that touch every part of the state. The itineraries direct tourists where to go, where to stay and what to see. The department has produced separate television commercials for Birmingham, Florence, Gulf Shores-Orange Beach, Huntsville, Montgomery, Anniston, Tuscaloosa, and Mobile. No other state has so many city-specific commercials.
- The Governor signed legislation in 2013 to establish the Alabama Bicentennial Commission within the state Tourism Department to celebrate becoming a state in 1819.
- Following the massive Gulf oil spill in 2010, the Governor created and appointed members of the Alabama Coastal Development Commission in 2011. He directed the expenditure of \$16 million in BP funds through the Tourism Department to assist destination organizations, festivals, special events, sporting events and attractions to assist in the recovery along the Gulf Coast. He coordinated the Alabama Revenue Department, Tourism, the Department of Conservation and Natural Resources and other agencies in directing funds for recovery.

Department of Transportation

2011-2014



- ALDOT in February 2014 began paving to complete the final section of the Anniston Eastern Bypass.
- Construction began in February 2014 on the Birmingham Northern Beltline.
- After decades of searching for solutions to improve US 280 in Jefferson and Shelby Counties, ALDOT implemented a low-cost corridor management plan that successfully reduced delays and improved commuter travel times.
- The I-10 Mobile River Bridge project reached a significant milestone and was brought closer to reality when the Federal Highway Administration approved the Draft Environmental Impact Statement in 2014.
- ALDOT realigned its nine divisions into five regions as part of an effort to improve customer services.
- ALDOT in August 2014 completed the Baldwin Beach Express interchange at Interstate 10, completing the 12.8-mile-long four-lane Baldwin Beach Express from the Foley Beach Express to mile marker 49 on I-10. The Baldwin Beach Express was designed to serve as an additional hurricane evacuation route. The new road also allows drivers faster access to the Alabama Gulf Coast in Baldwin County. The roadway was constructed in four phases starting in 2006, costs totaling over \$86.7 million.
- ALDOT initiated a rapid-response repair plan after a May 22, 2014 crash involving two tractor-trailers caused a fire that burned for several hours on the I-65 northbound side of the General W.K. Wilson Jr. Bridge near Mobile. By 8:00 a.m. on May 24, crews were able to resume northbound traffic flow and the normal bridge traffic pattern was restored at 1:00 a.m. on July 4. The repair contract was \$2.3 million.

Fleet Management

- With the establishment of a centralized fleet management authority, the state has implemented several initiatives to reduce costs and improve efficiency. One such initiative is the purchase of federal government cars at a reduced price for state agencies with severe budget constraints.
- The timeline for the purchase of vehicles has also been streamlined to reduce staff time and improve efficiency.
- Implemented data collection on state vehicles assigned to all Alabama colleges and universities, and began to establish certification/recertification for various Green Fleet initiatives.
Inventory Report: The following fleet baseline inventory report was provided as directed by Executive Order 38 sub-task number 3: "Cooperate with agency heads to assess fleet resources and finalize an accurate baseline inventory by September 30, 2013." The State fleet assessment

and inventory calculation was complete on August 30, 2013 and submitted to the Transportation Director on September 4, 2013 for review.

- The State fleet baseline inventory results outlined the following data:
 - Participating agencies identified - 138 inclusive of 8,151 vehicles
 - Exempt agencies identified - 10 inclusive of 159 vehicles
 - Total participating and exempt agencies identified - 148 inclusive of 8,310 vehicles

- State fleet demographics results outlined:
 - 11 large fleet agencies (exceeded 100 vehicles) inclusive of 6,580 vehicles or 81%
 - 8 midsize fleet agencies (44 to 100 vehicles) inclusive of 505 vehicles or 6%
 - 119 small fleet agencies (less than 44 vehicles) inclusive of 1,065 vehicles or 13%

- State exempt fleet demographics results outlined:
 - 10 midsize and small agencies inclusive of 159 vehicles or 2% of the total State Fleet Baseline Inventory.

- The overall State fleet information will be updated on a monthly base as vehicles transition in and out of the baseline inventory; in reference to acquisition, replacement and disposal.

Summary for Alabama Transportation Rehabilitation and Improvement Program (ATRIP)

- Summary through September 26, 2014

- Through all announced rounds, 1,121 projects received some portion of ATRIP funding
 - 737 roadway improvement/system preservation related projects
 - 384 bridge replacement/bridge rehabilitation related projects
- There are 170 different project sponsors for selected projects
 - 96 city sponsors
 - 67 county sponsors
 - 2 university sponsors
 - 3 corporate sponsors
 - SABIC Innovative Plastics partnering with Lowndes County
 - Breland Companies partnering with Madison County and City of Madison
 - Propst Properties partnering with City of Saraland

 - State of Alabama Department of Conservation and Natural Resources
 - The Poarch Band of Creek Indians

- Total cost for all projects is \$1,239,334,730 based on sponsor-provided estimates
 - \$959,430,770 in state-provided ATRIP Federal funds
 - \$21,000,000 in state-provided Rural Assistance Match Program (RAMP) funds
 - \$258,903,960 in sponsor-provided funds

- ATRIP project lettings began in August 2012

- 361 projects gone to contract since that time
 - 311 roadway improvement/system preservation related projects
 - 50 bridge replacement/bridge rehabilitation related projects

- Approximate total cost based on low bid is \$424,010,000
 - Approximately \$342,082,000 in ATRIP funds
 - Approximately \$77,628,000 in sponsor-provided funds
 - Approximately \$4,300,000 in RAMP funds

- ATRIP Impact on Alabama Construction Industry
 - 338 of 361 contracts awarded have been to Alabama-based contractors
 - This represents 94% of all projects awarded

 - Approximately \$398,895,000 awarded to Alabama-based contractors
 - This represents 94% of all projects awarded

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