

*Our Priority:*

**REFORM STATE GOVERNMENT**

Many events of the past year have left little doubt that some parts of state government have long been mired in the corrupt politics of Alabama's past. Indictments and convictions of a number of high-level government officials have highlighted the "good ole boy" political system that has shackled our state for far too long. Finally, these underhanded sweetheart deals are coming to light, and Alabamians are demanding change. **With our administration, change is exactly what they are getting.**

Of all the things we have accomplished during the past four years, I am most proud of the fact that our administration has operated in an open and honest way. We brought together a world-class cabinet and gave them one order—in every instance, do what is right. **Together, we have brought more accountability and reform to Montgomery than any administration in Alabama's history.**

We are leading by example by setting a strict Code of Ethics for all of our cabinet and staff as well as opening up the governor's contingency fund and flight logs for every Alabamian to see. We have also set up a performance-based budgeting process that will allow all Alabamians to see exactly where their tax dollars are going.

In the past four years, we have brought a new level of ethics and accountability to Montgomery, but now, it is time **to clean up all of the relics of our political system's corrupt past.**

*Our Goal:*

**By 2010, Alabama will be recognized as the most open, honest, and accountable state in the nation.**

*Our Plan:*

- **Expand our Performance-Based Budgeting System (SMART Governing) to hold government accountable for every taxpayer dollar**
- **Establish legislator term limits to promote a "citizen legislature"**
- **Ban legislators from holding two state jobs to prevent conflicts of interest**
- **Give the governor a strong veto to ensure a healthy balance of power**
- **Ban PAC to PAC transfers to break the special interest stranglehold on Montgomery**
- **Statutorily ban Pass Through Pork to stop back door dealing and government waste**
- **Fully disclose lobbyist spending to provide greater transparency to the public**

## **REFORM STATE GOVERNMENT**

### **GOVERNMENT REFORM**

#### **SMART Governing**

**If there is one program that embodies the transparency and accountability our administration has brought to Montgomery, it is SMART Governing.** SMART stands for Specific, Measurable, Accountable, Responsive, and Transparent—and we have made it the new mantra for state government.

In the past, there was little logic to the budgeting process. The Legislature simply doled out a little more money to agencies each year, with a little extra for unnecessary pork projects. No one had to ask how agencies spent this money, and no one had to ask if their programs were effective. **These practices reek of the past and have no place in our state government.**

Through SMART Budgeting, we have established a process of developing specific and measurable goals for the improvement of every state agency. We will no longer fund broad budget requests that require little accountability. SMART Budgeting requires each agency to set goals for improvement and specific outcomes that can be measured. If those goals are not met, there is little reason to waste taxpayer dollars on them.

For instance, if the Department of Public Health hypothetically decided it wanted to implement a program to decrease teen pregnancy, it would ask the Legislature to fund that specific program. If legislators review the program the next year and teen pregnancy has increased by 5%, they would probably cut the program or require modifications. If it dropped 5%, the program might be expanded.

Agencies that rise to the challenge of accountability and meet performance targets will be rewarded for their good work by allowing them to cut through bureaucratic restraints.

**This type of performance-based budgeting is revolutionary in Montgomery. We now have the ability to craft a budget based on results and not just politics.**

Every agency in state government now sets priorities, goals, and objectives and posts their successes and their failures on the Internet for all to see (<http://www.smart.alabama.gov/>). For the first time, **anyone can see where every penny in every state program is going.**

We have revolutionized the way we budget, and now we must begin to manage our government in the same strategic manner.

**We will implement a strategic management program to ensure that all state agencies are coordinating their efforts to efficiently and effectively meet the statewide goals set by the Governor.**

Right now, many state agencies are operating as “silos,” with little cooperation or coordination with other agencies in state government. This approach is inefficient and ineffective, leading to duplication of

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services and other wasteful practices. We will set up a process to help state agencies share information and cooperate so that state government can move forward in our goal of improving the lives of our citizens. The SMART Governing Office will act as a master planner for the state by making strategic decisions about core business resources like office space, information technology, vehicles, and human resources. This type of management is a major ingredient in our efforts to make government more efficient and accountable.

SMART Governing will set the tone for transparency and accountability in government that taxpayers have been demanding for years. **This is our administration's boldest step yet in building trust in Montgomery.**

### **Legislator Term Limits**

When I first ran for Congress, I told the people of Alabama that I would serve only three terms if elected. I was fortunate enough to earn the voters' trust and represent the Third Congressional District in Washington for six years. I lived up to my self-imposed term limit because I believe that public service should be just that – service – not a lifetime job. There are numerous legislators who have served in Montgomery for many years and have committed themselves to making Alabama a better place. I applaud their service and respect their dedication to the state. I simply have a different philosophy when it comes to the amount of time one should spend in Montgomery.

For a variety of reasons, I believe that Alabama is better served by a continuous flow of fresh blood into the State House. Term limits will bring new perspectives and will allow legislators to focus on serving their constituents instead of constantly focusing on reelection.

The prospect of shorter political careers will also change the types of people who choose to seek public office, **encouraging participation by citizens who are not professional politicians.** Making the Legislature closer to the private sector also familiarizes legislators with the complex consequences of laws and regulations. Overall, a state Legislature composed of average citizens is a Legislature that looks more like Alabama and less like a class of ambitious politicians. **The current political culture can breed corruption, and we must do everything we can to ensure our lawmakers have an incentive to serve the people—not themselves.**

### **I will once again challenge the Legislature to pass term limits.**

This constitutional amendment will establish term limits of twelve years on members of both houses of the Alabama Legislature.

### **Ban Legislators from Holding Two State Jobs**

In light of the previous scandals that have surrounded many areas of state government, it is becoming more and more apparent that legislators should not be allowed to hold another paid state job. Although we have many legislators who serve honorably in both their legislative position and other paid positions with the state, the practice is capable of yielding corrupt results.

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Some elected officials in the past have used their influence within the Legislature to steer money into their own agencies so that they can personally benefit. Many of our legislators would never even dream of taking advantage of Alabama's taxpayers in such a manner, but an elected official with a malicious intent could siphon a great deal of money out of state coffers for his or her own personal gain.

I have asked every state employee to put a placard on their desk. **It says that before you do anything ask yourself, "Does it Build Trust?"** Legislators holding two state jobs simply does not build trust in our state government, and **it must be stopped.**

**I will propose legislation to prohibit Alabama's elected state officials from holding another paying job with the state.**

### **Gubernatorial Veto Reform**

One of the primary reasons our system of government has proven to be the best in the history of the world is because of a responsible system of checks and balances – a system in which no branch of government becomes too powerful. In most states across the country, and in Washington, one of the tools the executive branch uses to “check” the Legislature is a strong veto – a veto that can only be overridden by the Legislature with a two-thirds majority vote. In Alabama, **the Legislature can override a Governor's veto with a simple majority vote, the same majority vote it takes to pass the legislation in the first place.** As a result, the Governor has a very difficult time stopping pork-barrel spending and other pieces of legislation that may be good for a legislator but bad for the people of Alabama. Alabamians deserve better.

**I will once again ask the Legislature to pass a constitutional amendment that strengthens the executive veto by requiring a vote of two-thirds of the members elected to each house of the Legislature to override the veto.**

This amendment will also require the affirmative vote of two-thirds of the members elected to each house to override the governor's *line-item* veto.

### **Contingency Fund and Flight Logs on Internet**

By voluntarily posting a detailed accounting of expenditures from the governor's contingency fund as well as a full listing of all trips we have taken on state-owned aircraft, my administration has provided unprecedented disclosure through a move that breaks the tradition of many administrations.

Past Alabama governors have gone to great lengths to hide such information from public scrutiny and have routinely denied requests made by the media under the state open records law. For instance, official flight logs pertaining to the governor's aircraft have previously contained little, if any, information that would allow the general public to see how it was being used, who was flying on it, and where it was going at any given time. Contingency fund expenditures were handled in a similar, secretive manner.

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I've never understood how past governors could say taxpayers have no business knowing how taxpayer dollars are being spent. State government should be open, accessible, and accountable to the citizens it serves, and voluntarily posting this information on the Internet is a huge step toward achieving that goal.

**I will call on the Legislature to pass a bill that will require future governors to follow our practice of posting every flight log and contingency fund expenditure on the Internet for anyone to see.**

### **ETHICS REFORM**

#### **Ban PAC to PAC Transfers**

In order to break the stranglehold the special interests have on Montgomery, our campaign finance system needs real reform. **That is why I have pushed the Legislature to ban PAC to PAC transfers every year that we have been in office.**

A PAC to PAC transfer occurs when campaign donations are transferred through several Political Action Committees (PACs) in order to hide the true source of the money. This practice is unfair to both taxpayers and the candidates because neither have any way of knowing the true source of the money. That is why I have pushed the Legislature to ban PAC to PAC transfers for the past several years.

**I will once again challenge the Legislature to pass a bill to ban all PAC to PAC transfers.**

#### **Ban Pass Through Pork**

Far too often, some legislators are able to direct taxpayer money to their families and their cronies through a practice known as "pass through pork." For example, a legislator will appropriate money to a certain state agency. The legislator tells that agency that a certain portion of the money will go to a pet project in his or her district. Some reports have surfaced that link these pet projects to cronies or family members of the legislator.

As one of my first acts as governor, I signed an executive order putting an end to these shady deals. There is no room for this type of corruption anywhere in state government. Unfortunately, the executive order could be rescinded when I leave office, so it is imperative that the Legislature pass a law to stop this corrupt practice forever.

**I will once again ask the Legislature to pass a bill to ban "pass through pork" in Alabama forever.**

This type of backdoor dealing is a part of Alabama's dark past, and it has no place in an open, honest, and transparent government.

**Lobbyist Ethics Reform**

In order to serve the citizens of Alabama, we must first bring full accountability to our system. Today, a lobbyist can spend up to \$250 a day, or \$91,000 a year, on entertaining a legislator and never has to report a dime of it. This practice does nothing but maintain the insider culture that has plagued Montgomery for so long and certainly does not instill trust in our government.

The people of Alabama deserve to know who is influencing their elected officials, and we should demand that legislators pass a law that will ensure full disclosure. It is time to expose every single dime a lobbyist spends on **ANY** public official.

**I will once again ask the Legislature to pass a bill that requires lobbyists to disclose every dime they spend on public officials.**

This bill will also provide for electronic filing of all expenditures by lobbyists on government officials. These disclosures will be posted on the Internet for the public to see.

Also, under current law, a professional lobbyist who lobbies the executive branch for state grants or contracts is not required to register with the Ethics Commission. This law needs to be changed.

**I will also once again ask the legislature to pass a law to require individuals who lobby the executive branch to register with the Ethics Commission.**