

VI. Guide to Agency Programs—Continued

A. Please complete the following chart.

(TNRCC) Program Information Fiscal Year 1999	
Name of Program	Budget and Planning Division
Location/Division	Office of Administrative Services
Contact Name	Linda Flores, Division Director
Number of Budgeted FTEs as of June 1, 1999	4
Number of Actual FTEs as of June 1, 1999	4

B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.

The Budget and Planning Division develops and administers the comprehensive financial plan for the TNRCC's annual operating budget and assists in the development of the agency's biennial legislative appropriations request. The division also performs special analyses throughout the year to ensure that appropriate funds are made available for approved funding priorities.

C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.

The Budget and Planning Division was created in September 1994 to provide budgetary and financial controls for the TNRCC. There are no statutory requirements for the division.

D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?

This division oversees on-going budget functions that will be necessary as long as the agency is in existence.

E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.

The internal customers served by the budget area include all the staff of TNRCC. The Legislative Budget Board and the Governor's Budget Office are considered external customers. There are no specific qualifications or eligibility requirements for receiving services.

F. Describe how the program is administered. Include flowcharts, time lines, or other illustrations as necessary. List any field or regional services.

The division is administered by a director.

G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

Not applicable

H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

The administrative divisions of the TNRCC are funded through unrestricted agency funds. Each fund is charged proportionately, after adjusting for the restricted funds, to cover the agency's administrative costs.

I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.

Staffing and funding levels appear to be sufficient.

J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.

All state agencies have a budget function to support their mission. Each is structured in such a way as to meet the particular needs of the agency.

K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.

Not applicable

L. Please provide any additional information needed to gain a preliminary understanding of the program.

Not Applicable

M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:

The Budget Division is not a regulatory program.

N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.

The Budget Division is not a regulatory program.

VI. Guide to Agency Programs—Continued

A. Please complete the following chart.	
TNRCC Program Information Fiscal Year 1999	
Name of Program	Chief Financial Officer
Location/Division	Office of Administrative Services
Contact Name	Machelle Pharr, Chief Financial Officer
Number of Budgeted FTEs as of June 1, 1999	29
Number of Actual FTEs as of June 1, 1999	28

B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.

The Chief Financial Officer oversees all budgeting and financial issues in the agency. This office develops and submits the agency's strategic plan, biennial appropriations request, and quarterly performance reports to the legislature and the governor. The office also prepares, submits, and monitors all of the agency's federal grant applications and work plans, providing centralized grants management in support of TNRCC programs. In addition, the office audits contracts, grants and fee revenue, ensures compliance with contract and grant regulations, provides risk assessment, and serves as state/federal audit liaison. The office is responsible for monitoring revenue and estimating revenue collections.

C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.

Both predecessor agencies, the Texas Water Commission and the Texas Air Control Board, had Chief Financial Offices. During FY93 the agencies began consolidation efforts to ensure a seamless transition of administrative services to the new agency, TNRCC. Best practices were incorporated from both agencies along with the programs transferred from the Texas Department of Health. The statutory requirements are specific to activities within the programs and include:

- Field Inspections of time records required by the Davis Bacon Act for federally funded programs.
- Audits of Petroleum Storage Tank Reimbursements required by TWC Chapter 26, Subchapter I.
- Development and submittal of a strategic plan required by Government Code, Chapter 2056.002
- Preparation of Fiscal Notes on proposed agency regulations and legislation required by Government Code, Chapter 2001.024
- Monitoring, analysis and reporting of performance measures required by Article IX, Sec. 85 General Appropriations Act, 75th Legislature, Regular Session
- Preparation and submittal of the agency's legislative appropriation request required by Government Code, Sec. 322.007.

- Coordination of grant seeking opportunities, preparation of grant applications and amendments, negotiation of grant work plans, preparation and submittal of the Federal Grant Activity Report to the Legislative Budget Board ,(LBB) required by Government Code, 772.009 and 40 CFR Part 31, OMB Circular A-133.

D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?

There will be an ongoing need for this office to support the agency's financial functions.

E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.

The Chief Financial Office serves all employees and executive management of the agency. The Division reports to the oversight agencies, e.g. LBB, SAO and the Comptroller's Office and to the legislature.

F. Describe how the program is administered. Include flowcharts, time lines, or other illustrations as necessary. List any field or regional services.

The program is administered through three sections which are assigned specific duties for evaluation and audit, revenue estimation, and strategic planning.

G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

Not applicable

H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

The administrative divisions of the TNRCC are funded through unrestricted agency funds. Each fund is charged proportionately, after adjusting for the restricted funds, to cover the agency's administrative costs.

I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.

Staffing and funding levels appear to be sufficient.

J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.

Most agencies and entities have a Chief Financial Officer program that works with the executive management to develop the strategic plan for the agency or business to reach its mission and goals and the funding sources for accomplishing that plan. Performance measures are specific to agencies and businesses, as are the fiscal implications of rules and legislation and its funding sources.

K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.

The Strategic Planning and Appropriations Director serves as Office Planning Liason to the Strategic Environmental Analysis Group to ensure appropriate coordination of planning efforts.

Additionally, the CFO participates in the State Agency Coordinating Council (SACC) as well as chairing the SACC Finance Subcommittee.

L. Please provide any additional information needed to gain a preliminary understanding of the program.

The TNRCC has worked with the LBB and the state's leadership to reduce the complexity of the agency's funding structure. The steps taken thus far include restructuring of the agency's strategies and the agency's funds. The agency will continue to work with these entities on long-term funding sources for the agency.

M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:

This is not a regulatory program.

N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.

This is not a regulatory program.

VI. Guide to Agency Programs—Continued

A. Please complete the following chart.	
TNRCC Program Information — Fiscal Year 1999	
Name of Program	Financial Administration Division
Location/Division	Office of Administrative Services
Contact Name	Eddie Molina, Division Director
Number of Budgeted FTEs as of June 1, 1999	105
Number of Actual FTEs as of June 1, 1999	92

B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.

The Financial Administration Division is responsible for managing the agency's finances, ensuring the integrity of the accounting records, and maintaining adequate internal controls to safeguard the agency's financial assets. This division is also responsible for payroll, disbursements, centralized revenue management, financial assurance, purchasing/procurement, centralized contracts management and for monitoring participation by historically underutilized businesses (HUBs) in these contracts.

C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.

The Financial Administration Division was created September 1, 1993 as a result of Senate Bill 2, 73rd Legislature. Statutory requirements for this program include the Texas Government Code; General Services rules, regulations and guidelines; Office of the Comptroller's rules, regulations, policy statements and guidelines.

D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?

The services and functions of the Financial Administration Division have not changed since its inception. The mission of this Division is to support and perform all financial transactions for the TNRCC. This is an ongoing function and will be necessary as long as the agency operates and remains in existence.

E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.

This Division serves both internal as well as external customers. These customers include TNRCC management and staff, private citizens, local governments and private entities regulated by the commission or who otherwise have an interest in the agency's business operations.

F. Describe how the program is administered. Include flowcharts, time lines, or other illustrations as necessary. List any field or regional services.

The Financial Administration Division is administered through the delegation of functions to five distinct Sections: Financial Reporting, Disbursements, Financial Assurance, Revenues, and Procurement and Contracts.

G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

The Division conducts business with other public entities to include local governments, council of governments, river authorities and river compact commissions. The business conducted with these entities includes the reimbursement of costs associated with contracts or grants between the TNRCC and the public entity. The Division has an agreement to conduct the financial transactions for five river compact commissions.

H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

The administrative divisions of the TNRCC are funded through unrestricted agency funds. Each fund is charged proportionately, after adjusting for the restricted funds, to cover the agency's administrative costs.

I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.

Due to many new legislative mandates for contracting, historically underutilized businesses (HUBs) and the codification of Article IX provisions, additional resources will be necessary to accommodate and implement this new legislation. In addition, implementation of the Prompt Payment Act requires that interest be paid on late payments to vendors and may also require additional resources. Implementation and maintenance of a new integrated financial system will also require additional positions.

J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.

None

K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.

Not Applicable

L. Please provide any additional information needed to gain a preliminary understanding of the program.

Not Applicable

M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:

The Financial Administration Division is not a regulatory program.

N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.

The Financial Administration Division is not a regulatory program.

VI. Guide to Agency Programs—Continued

A. Please complete the following chart.	
TNRCC Program Information Fiscal Year 1999	
Name of Program	Human Resources and Staff Development Division
Location/Division	Office Of Administrative Services
Contact Name	James L. Williams, Division Director
Number of Budgeted FTEs as of June 1, 1999	52
Number of Actual FTEs as of June 1, 1999	45

B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.

This division supports the agency's mission by performing a wide range of personnel services. For example, the division recruits qualified staff to fill openings, offers training to help employees advance along chosen career paths and formalized career ladders, administers employee benefit programs, and ensures compliance with state and federal laws on equal opportunity and fair labor practices. As part of its training responsibilities, the division surveys and adopts new technology, such as computer-based training.

C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.

When the Texas Air Control Board and the Texas Water Commission merged in 1993 to form the TNRCC, the Human Resources divisions of those agencies also merged. In September of 1997, the Organizational Development Division and the Human Resources Division merged, to become Human Resources & Staff Development (HRSD).

The HRSD supports the agency's management in implementing the employment provisions of the General Appropriations Act - Article IX and any employment-related government code.

D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?

There will be an ongoing need for this office to support the agency's human resources and staffing functions.

E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.

This division serves approximately 3000 agency employees. The only requirement to receive benefits, such as group insurance and leave time, is to be an agency employee (including temporary and part-time). This division provides employment services to job applicants.

F. Describe how the program is administered. Include flowcharts, time lines, or other illustrations as necessary. List any field or regional services.

The division is administered through three sections: Compensation, Benefits & Employee Programs; Staffing & Classification; and, Staff Development/Training Academy.

G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

Not Applicable

H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

The administrative divisions of the TNRCC are funded through unrestricted agency funds. Each fund is charged proportionately, after adjusting restricted funds, to cover the agency's administrative costs.

I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.

Yes, at the level of service that HRSD currently provides.

J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.

All state agencies have a human resources division to support their mission. Each is structured in such a way as to meet their particular agency needs.

K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.

The Human Resources and Staff Development Division participates in the State Agency Coordinating Committee (SACC), including the Human Resources subcommittee and the Training & Development subcommittee.

L. Please provide any additional information needed to gain a preliminary understanding of the program.

Not Applicable

M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:

The Human Resources and Staff Development Division is not a regulatory program.

N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.

The Human Resources and Staff Development Division is not a regulatory program.

VI. Guide to Agency Programs—Continued

A. Please complete the following chart.	
TNRCC Program Information — Fiscal Year 1999	
Name of Program	Information Resources Division
Location/Division	Office of Administrative Services
Contact Name	Carry Shults, Division Director
Number of Budgeted FTEs as of June 1, 1999	195.5
Number of Actual FTEs as of June 1, 1999	176.5

B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.

The Information Resources Program provides systems management support for all agency computers, develops and supports software applications, and provides technical advice and oversight on scientific computing and other information technology projects being developing by the program areas. Staff maintain agency records facilities. Program staff prepare the Information Resources Strategic Plan and coordinate the Biennial Operating Plan submitted to the Texas Department of Information Resources.

C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.

The Information Resources Division was created in 1993 to improve the management of information technologies in the agency. Objectives include improving the functionality and documentation of database structures; software applications and key database integration. In addition to business application software, TNRCC makes extensive use of scientific computing software, which requires specialized technical support.

The TNRCC complies with state mandates that require agencies to maintain an Internet electronic mail address and submit both an Information Resources Strategic Plan and a Biennial Operating Plan.

D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?

With the creation of the TNRCC, the Information Resources Program was tasked with the consolidation of various, diverse information technology approaches among the merged agencies and within program areas as well. The information technology programs of the predecessor agencies used different types of

hardware and software both between and within each agency. Activities to simplify and standardize the networking technologies of the predecessor agencies began even before the merger was complete.

At present, all former Water Commission applications have been converted to UNIX or other platforms, and the remaining Air Control Board applications will have been converted to UNIX by the end of FY 1999.

The major information strategic challenge facing the TNRCC now is to create an integrated agency-wide data model to support cross-media environmental regulation and assessment, in accordance with the guidance of the Business Process Review (1998) and the Information Resources Strategy Plan (1998).

E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.

The Information Resources Program serves all operational entities within the TNRCC and makes some agency information available to the general public through the Internet.

F. Describe how the program is administered. Include flowcharts, time lines, or other illustrations as necessary. List any field or regional services.

Key activities include:

- 1. Information Technology Strategic Planning:* This involves preparing the Information Technology Strategic Plan, the Biennial Operating Plan, information technology related disaster recovery, information technology related contingency planning, agency wide information technology security, software license administration, and similar planning initiatives throughout the agency. The agency has established an inter-divisional Information Technology Workgroup that addresses these issues. The Workgroup reports to and advises the Information Technology Steering Committee, comprised of senior management of the TNRCC.
- 2. Staff Services:* This involves agency-wide service to staff. The Help Desk Team staffs the Technical Call Center providing broad-based first level, initial point of contact technical support for statewide agency computer support during established business hours. The Customer Reports & Services Team is the primary contact for internal and external customer requests for TNRCC digital data and reports.
- 3. Project and Data Management Services:* This includes Project Management, Geographic Information Systems (GIS) Services, Data Management, and Applications Development. Staff develop, maintain and enhance various database and software systems on a prioritized basis.
- 4. Records Management* involves the administration of the agency's records through the following activities: storage, maintenance, retrieval and circulation of information on the TNRCC's primary regulatory activities; coordination of public information requests in accordance with the Public Information Act; development and maintenance of the agency retention schedule; coordination of transfer and destruction of agency records with the Texas State Library; and documentation of quality control for micrographic applications through the

micrographics unit. The records management program utilizes record liaisons to assist with record retention activities in the regions.

G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

Information Resources Division and other agency staff serve as a member of the Texas Geographic Information Council, the State GIS Managers Committee, the Texas Mapping Advisory Council, and work directly with federal entities such as EPA and USGS, as well state and local governmental agencies, institutions, and academic centers. Information Resources staff chair the State Land Use Land Cover Working Group to establish standards and guidelines for a new 2000 data set. Staff also support program research projects at the Bureau of Economic Geology and the UT Center for Space Research. Formal agreements exist with EPA and the Railroad Commission of Texas.

H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

The administrative divisions of the TNRCC are funded by all agency funds. Each fund is charged proportionately as adjusted for restrictions on funds to cover the agency's administrative costs.

I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.

The Information Resources Program will continue to have difficulty in recruiting and retaining experienced, highly qualified technical staff because the state information technology salary structure is substantially below that of the private sector. Additionally, the \$25,000 cap on specific capital expenditures limits the agency's ability to address crucial information technology needs as they arise.

J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.

Services similar to those provided by the IR program are also provided by other major state agencies. However, the TNRCC's IR program provides support functions unique to this agency, such as scientific applications. This includes IT support for environmental permitting, compliance and enforcement, environmental monitoring, specific regulatory development, legal and administrative services unique to an environmental regulatory agency, special and voluntary environmental programs throughout the state and at the federal level, etc.

K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.

The Information Technology Workgroup and Information Technology Steering Committee were formed approximately two years ago for the explicit purpose of coordinating information technology activities internally, managing information technology resources throughout the agency, and reviewing and approving the utilization of information technology resources outside the agency.

L. Please provide any additional information needed to gain a preliminary understanding of the program.

Not applicable

M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:

The Information Resources Division is not a regulatory program.

N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.

The Information Resources Division is not a regulatory program.

VI. Guide to Agency Programs—Continued

A. Please complete the following chart.	
TNRCC Program Information Fiscal Year 1999	
Name of Program	Support Services Division
Location/Division	Office of Administrative Services
Contact Name	Ed House, Division Director
Number of Budgeted FTEs as of June 1, 1999	61
Number of Actual FTEs as of June 1, 1999	56

B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.

The Support Services Division maintains facilities and equipment for other TNRCC programs and five state-owned buildings at Park 35 in Austin, develops specifications for agency building leases and manages building leases statewide. The division reviews and processes risk management and workers' compensation claims, provides safety training, and conducts safety inspections. Other responsibilities include: security for agency facilities, copying and mail services and agency's physical asset management. The Support Services Division also provides telephone services and equipment, and maintains the telecommunications wiring facilities.

C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.

The Support Services Division was created when the TNRCC was formed in 1993 to perform the functions listed in item B above.

D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?

With the exception of the legislatively mandated transfer of the Print Shop to the General Services Commission, the division's functions have remained essentially unchanged since its creation. The services provided will be needed as long as the agency is in existence.

E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.

The Support Services Division primarily serves the staff and programs of TNRCC.

F. Describe how the program is administered. Include flowcharts, time lines, or other illustrations as necessary. List any field or regional services.

Please refer to the attached division organization chart.

G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

The functions of the Support Services Division do not normally involve working with local governments.

H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

The administrative divisions of the TNRCC are funded through unrestricted agency funds. Each fund is charged proportionately, after adjusting for the restricted funds, to cover the agency's administrative costs.

I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.

Yes.

J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.

Most state agencies have a group responsible for providing support services to their agency. However, there are no other programs internal or external to the agency that provide these or similar services or functions to the TNRCC facilities and employees.

K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.

Not applicable. See item J above.

L. Please provide any additional information needed to gain a preliminary understanding of the program.

Not Applicable.

M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:

The Support Services Division is not a regulatory program.

N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.

The Support Services Division is not a regulatory program.