

SENATE BILL NO. 194

IN THE LEGISLATURE OF THE STATE OF ALASKA
TWENTY-FIFTH LEGISLATURE - SECOND SESSION

BY SENATORS DYSON, Bunde, Therriault, Wagoner

Introduced: 1/16/08

Referred: State Affairs, Judiciary, Finance

A BILL

FOR AN ACT ENTITLED

1 "An Act relating to the state budget, to performance of state agencies, including the
2 judicial branch, and to missions and desired results to be applied to certain expenditures
3 from state budgets by the executive branch of state government, including the
4 University of Alaska, and by the judicial branch of state government; and providing for
5 an effective date."

6 **BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:**

7 * **Section 1.** AS 37.07.014(a) is amended to read:

8 (a) To carry out its legislative power under art. II, sec. 1, Constitution of the
9 State of Alaska, and to promote results-based government, the legislature shall issue a
10 mission statement for each agency and the desired results the legislature expects the
11 agency to [SHOULD] achieve in fulfilling its stated mission. The legislature may
12 issue a separate mission statement for a subunit of an agency. [A MISSION
13 STATEMENT AND DESIRED RESULTS SHOULD PROMOTE THE EFFICIENT,

1 MEASURED USE OF THE STATE'S RESOURCES.] A mission statement and
 2 desired results constitute **the authorized** policy under which an agency shall operate,
 3 and, where appropriate, the mission statement may be implemented by statute.

4 * **Sec. 2.** AS 37.07.014(b) is amended to read:

5 (b) The legislature shall provide for a budget review function that **facilitates**
 6 [PROMOTES] results-based government. The legislature shall adopt a method of
 7 measuring results for each agency. **Until the legislature adopts a method of**
 8 **measuring results for a particular program or agency activity, the agency shall**
 9 **create the necessary strategies, measures, and targets for that program or activity**
 10 **that meet the requirements of AS 37.07.050 to ensure the program or activity**
 11 **complies with the mission statement and achieves the desired results. The results**
 12 **of strategies, measures, and targets** [MEASUREMENTS] shall be reported semi-
 13 annually by each agency to the legislature. The reports shall be used by the legislature
 14 to evaluate whether the mission and desired results for that agency or subunit of the
 15 agency are **achieving the purposes for which appropriations for use by that**
 16 **agency or subunit were intended** [BEING ACHIEVED].

17 * **Sec. 3.** AS 37.07.014(c) is amended to read:

18 (c) The legislature shall analyze the comprehensive operating and capital
 19 improvements programs and financial plans recommended by the governor. **The**
 20 **legislature shall, when making budgetary decisions, consider the performance of**
 21 **the agency based on the mission statement and desired results and on the**
 22 **achievements of the agency relative to its established targets. When submitting**
 23 **their recommendations on appropriations for an agency, legislative finance**
 24 **subcommittees shall include**

25 **(1) an analysis of the agency's performance relative to its missions**
 26 **and measures;**

27 **(2) a statement of the extent to which the actions of the agency**
 28 **conform to its mission statement;**

29 **(3) an analysis of the agency's progress toward achieving the**
 30 **desired results set for it;**

31 **(4) a statement of actions taken by the agency in response to**

1 **findings of the most recent audit of its operations;**

2 **(5) recommended statutory or organizational changes necessary to**
 3 **better achieve the agency's mission or accomplish its desired results.**

4 * **Sec. 4.** AS 37.07.014(d) is amended to read:

5 (d) To foster results-based government, to carry out the mission statements,
 6 and to obtain desired results, the legislature shall authorize the comprehensive
 7 operating and capital improvements programs and financial plans. The legislature shall
 8 allocate the state's resources for effective and efficient delivery of public services by

9 (1) clearly identifying desired results;

10 (2) **confirming priorities presented by each agency or** setting
 11 priorities **if an agency presentation is not acceptable;**

12 (3) assigning accountability; and

13 (4) using methods for measuring, reporting, and evaluating results.

14 * **Sec. 5.** AS 37.07.014(f) is amended to read:

15 (f) To help fulfill the legislature's responsibilities under this section and
 16 achieve results-based government, each agency shall

17 (1) allocate resources to achieve the mission and desired results
 18 established by the legislature;

19 (2) express desired results established by the legislature and other
 20 program results in measurable terms;

21 (3) measure progress towards mission statements and desired results
 22 established by the legislature and other results;

23 (4) **except as otherwise required by law, start only** [PROMOTE]
 24 activities consistent with mission statements and desired results established by the
 25 legislature [THAT REDUCE OR AVOID FUTURE COSTS];

26 (5) plan for the short-term and the long-term using consistent
 27 assumptions for major demographic and other trends; and

28 (6) require accountability at all levels for meeting program mission
 29 statements and desired results established by the legislature.

30 * **Sec. 6.** AS 37.07.050(a) is amended to read:

31 (a) The agencies shall **establish and maintain** [ASSURE THE

1 DEVELOPMENT OF] a statewide system of results-based government designed to
 2 increase efficiency and effectiveness of state programs and services. Toward that end,
 3 each state agency shall, on a semi-annual basis, **report to the legislature on the**
 4 **effectiveness of its statewide system of results-based government. The report**
 5 **must identify the results-based targets and measures used to achieve the desired**
 6 **results established by the legislature, analyze the relative success of each strategy**
 7 **and the actions that were taken to achieve those results, identify actions that**
 8 **failed to achieve satisfactory progress toward achieving desired results and the**
 9 **corrective actions that will be taken, provide a narrative analysis discussing why**
 10 **actions were or were not successful as well as recent or future changes that could**
 11 **affect the agency's ability to achieve the desired results, and proposed new**
 12 **strategies and measures that will more effectively achieve the desired results**

13 [IDENTIFY RESULTS-BASED MEASURES THAT HAVE BEEN USED TO
 14 WORK TOWARD ACHIEVEMENT OF THE MISSION STATEMENT AND
 15 DESIRED RESULTS ISSUED BY THE LEGISLATURE AND OF OTHER GOALS
 16 OF THE AGENCY, AND SET OUT THE RESULTS AS MEASURED]. Each state
 17 agency shall also prepare information that shall be compiled and submitted on
 18 December 15 each year to the office, the legislature, and the legislative finance
 19 division. **This** [; THIS] information must

20 (1) identify the agency mission and desired results established by the
 21 legislature;

22 (2) identify the goals and objectives the agency will use to achieve the
 23 legislature's mission and desired results;

24 (3) set out the results of any user group **or employee** surveys and, if
 25 the results do not agree with the mission and desired results, goals, and objectives,
 26 explain why;

27 (4) include written, defined methods of measuring results that apply to
 28 the responsibilities, products, and services of the agency;

29 (5) identify **and report on the effectiveness of** results-based
 30 **strategies and** measures [THAT HAVE BEEN] used to **achieve** [WORK TOWARD
 31 ACHIEVEMENT OF] the mission statement and desired results issued by the

1 legislature and other goals of the agency [AND SET OUT THE RESULTS AS
2 MEASURED];

3 (6) identify surveys or other methods of gathering user group **and**
4 **employee** opinions that have been used by the agency to identify ways to improve its
5 programs;

6 (7) identify methods of measuring performance when the mission
7 statement and desired results issued by the legislature involve more than one agency
8 and make recommendations to

9 (A) eliminate duplication of government functions and waste;

10 (B) **encourage and improve collaboration by agencies in**
11 **shared functions and accountability to enhance the ability of the state to**
12 **function more effectively and efficiently;**

13 (C) **improve the ability of each agency to achieve its mission**
14 **statement and desired results;**

15 (8) identify ways in which the agency has involved its employees in
16 the development of methods of measuring **and achieving** results, including
17 opportunities for employee representatives to participate in committees established to
18 develop methods of measuring results **and strategies for achieving results;**

19 (9) include the budget requested to carry out the agency's proposed
20 plans in the succeeding fiscal year, including information reflecting the expenditures
21 during the last fiscal year, the expenditures authorized for the current fiscal year, the
22 expenditures proposed for the succeeding fiscal year, an explanation of the services to
23 be provided, the number of total positions for all persons employed **by** or under
24 contract **with** [BY] the agency for personal services including those rendered for
25 capital improvement projects, the need for the services, the cost of the services, and
26 other information requested by the office;

27 (10) include a report of agency receipts during the last fiscal year, an
28 estimate of receipts during the current fiscal year, and an estimate of receipts for the
29 succeeding fiscal year;

30 (11) identify legislation required to implement the proposed programs
31 and financial plans;

1 (12) include an evaluation of the advantages and disadvantages of
 2 specific alternatives to existing or proposed agency activities or administrative
 3 methods;

4 (13) prioritize the activities of the agency from the most important to
 5 the least important; **in this paragraph, an activity is all or part of a program or**
 6 **function that would be discontinued or would not be started if an appropriation**
 7 **were not available to fund the activity, and it is not the agency, subagency, or**
 8 **other entity that performs the activity;**

9 **(14) for each new budget item, identify the mission and desired**
 10 **results the new item is intended to address; and**

11 **(15) as appropriate, identify other agencies that perform functions**
 12 **that are needed by the reporting agency to accomplish a mission or desired**
 13 **result.**

14 * **Sec. 7.** AS 37.07.050(h) is amended to read:

15 (h) Each agency shall, with participation of its employees, develop methods
 16 for measuring agency results. A group or committee established by an agency to
 17 develop methods of measuring results shall include a representative of each of the
 18 bargaining units that represents employees of the agency. **The agency shall develop**
 19 **targets and measurements for each of the following categories:**

20 **(1) efficiency;**

21 **(2) accessibility to users and other agencies;**

22 **(3) confidentiality and data security;**

23 **(4) timeliness;**

24 **(5) consistency;**

25 **(6) productivity;**

26 **(7) innovation;**

27 **(8) application of technological advancements.**

28 * **Sec. 8.** AS 37 is amended by adding a new chapter to read:

29 **Chapter 40. Operating Budget Expenditures.**

30 **Sec. 37.40.010. Legislative purpose, application, immunity from suit. (a)**

31 The purpose of this chapter is to state the missions and desired results the legislature

1 expects state agencies to achieve when expending public money appropriated by the
 2 operating budget, to define the measurement criteria to be used in evaluating proposed
 3 expenditures during the budgetary approval process, and to specify a process for
 4 identifying improvement targets in conjunction with the appropriation process.

5 (b) The scope of AS 37.40.010 - 37.40.160 includes the departments of the
 6 executive branch of state government, the University of Alaska, and the judicial
 7 branch.

8 (c) The judicial branch and all departments, divisions, and programs of the
 9 executive branch of state government, including the University of Alaska shall be held
 10 accountable by the legislature for their actions, including compliance with the
 11 recommendations of legislative audits as directed by the legislature.

12 (d) Except as provided in (e) of this section, to the extent that provisions of
 13 this chapter conflict with other laws, the other laws control.

14 (e) Notwithstanding other laws, the state and its agents and employees are
 15 immune from suit that is based on accomplishing or failing to accomplish a mission or
 16 desired result under this chapter, or failure to achieve a target established under those
 17 sections.

18 **Sec. 37.40.020. Department of Administration.** The mission of the
 19 Department of Administration is to provide support services to state agencies to
 20 enhance the ability of each of those agencies to effectively and efficiently perform the
 21 necessary government functions for which the agency is established. The desired
 22 results for this department are to

23 (1) reduce department turnover to below 16 percent annually by
 24 June 30, 2009, and to maintain turnover at or below 12 percent thereafter;

25 (2) increase department effectiveness by establishing 10 new process
 26 enhancements each fiscal year.

27 **Sec. 37.40.030. Department of Commerce, Community, and Economic**
 28 **Development.** The mission of the Department of Commerce, Community, and
 29 Economic Development is to promote a healthy economy and strong communities
 30 without dependency on the state and federal government and with increased local
 31 responsibility. The desired results for this department are

1 (1) by June 30, 2009, to decrease by five percent, and decrease by five
 2 percent each fiscal year thereafter, the number of villages with unemployment rates
 3 greater than 30 percent until less than seven percent of all villages with a population
 4 over 100 have unemployment rates greater than 30 percent;

5 (2) to encourage and assist residents living in the unorganized borough
 6 to organize boroughs so that the population in the unorganized borough is reduced by
 7 at least five percent each year;

8 (3) to increase investment in the state;

9 (4) to increase the number of jobs in the state;

10 (5) to increase the number of opportunities for economically distressed
 11 rural communities to diversify their economies;

12 (6) to decrease the percentage of individuals and families living below
 13 150 percent of the poverty level relative to the percentage of the state population and
 14 families above that economic standard;

15 (7) to ensure that all residents have access to reliable, cost-effective
 16 energy and heating sources, safe water, and safe waste disposal;

17 (8) to develop programs that enhance the long-term fiscal prospects for
 18 employable residents.

19 **Sec. 37.40.040. Department of Corrections.** The mission of the Department
 20 of Corrections is to protect the public by incarcerating and supervising offenders and
 21 to prepare inmates for healthy, productive lives after release. The desired results for
 22 this department are to

23 (1) reduce the number of crimes committed by first-time offenders;

24 (2) ensure that all prisoners serving long terms are assessed for

25 (A) prenatal alcohol poisoning;

26 (B) serious health problems;

27 (C) substance abuse;

28 (D) mental illness;

29 (E) anger management issues;

30 (3) offer all prisoners serving long terms treatment for disabilities,
 31 including the option of faith-based treatment;

1 (4) ensure that staff members treat all prisoners serving long terms
2 with dignity and respect;

3 (5) ensure that all prisoners receive adequate, timely health care;

4 (6) train and prepare for release all prisoners serving long terms before
5 they are released;

6 (7) ensure that all prisoners serving long terms have regular contact
7 with family members;

8 (8) provide access to library materials and educational opportunities to
9 each prisoner serving a long term, including the opportunity to earn a general
10 equivalent diploma;

11 (9) develop a method for stabilizing the prison population by
12 classifying and housing prisoners according to the nature of offenses committed and
13 the remedial resources needed by the prisoners in each classification;

14 (10) expand prison industries to all facilities where inmates spend
15 more than two years and offer vocational training and work experience to all qualified
16 inmates;

17 (11) reduce recidivism by six percent each year;

18 (12) ensure that state prisoners are not incarcerated outside the state by
19 2012;

20 (13) eliminate the commission of crimes by parolees.

21 **Sec. 37.40.050. Department of Environmental Conservation.** The mission
22 of the Department of Environmental Conservation is to protect human health and the
23 environment. The desired results for this department are to

24 (1) reduce by five percent a year the number of people who get sick or
25 are otherwise adversely affected by contaminated drinking water;

26 (2) reduce by five percent a year the number of people who get sick or
27 are otherwise adversely affected by contaminated or inadequately prepared food;

28 (3) reduce by two percent a year the number of people who get sick or
29 are otherwise adversely affected by poor air quality;

30 (4) reduce by three percent a year the man-made pollution affecting
31 state wildlife;

1 (5) ensure all residents have access to drinking water that meets health
2 standards;

3 (6) ensure all residents have serviceable, safe, and sustainable
4 sanitation facilities;

5 (7) eliminate contamination of the environment by oil and other
6 hazardous substances.

7 **Sec. 37.40.060. Department of Fish and Game.** The mission of the
8 Department of Fish and Game is to protect, maintain, and improve the fish, game, and
9 aquatic plant resources of the state, and manage their use and development for the
10 maximum benefit of the people of the state, consistent with the sustained yield
11 principle. The desired results for this department are to

12 (1) optimize public participation in pursuits involving fish and
13 wildlife;

14 (2) optimize economic benefits from fish and wildlife resources;

15 (3) ensure stable or increasing economic and social benefits from the
16 harvest and use of fish, shellfish, and aquatic plants in the state;

17 (4) sustain recreational fishing opportunities while optimizing social
18 and economic benefits from these opportunities;

19 (5) maintain healthy and sustainable wildlife populations in the state
20 for public use and benefit;

21 (6) maintain a wealth and diversity of opportunities for public use and
22 enjoyment of the state's wildlife and optimize associated social and economic benefits;

23 (7) ensure that all state residents and all officials have access to harvest
24 information and other data;

25 (8) reduce the damage to state water and fish from invasive species by
26 establishing a comprehensive invasive species council and instituting cooperative
27 agreements with appropriate neighboring states, territories, and provinces.

28 **Sec. 37.40.070. Department of Labor and Workforce Development.** The
29 mission of the Department of Labor and Workforce Development is to provide safe
30 and legal working conditions for employees working in the state and to reduce barriers
31 to and advance opportunities for employment. The desired results for this department

1 are to

2 (1) ensure that an individual does not receive unemployment benefits if
3 the individual is unwilling to work, including unwillingness to relocate elsewhere in
4 the state to obtain work;

5 (2) ensure that all residents are allowed to work anywhere in the state
6 at any job for which they are qualified;

7 (3) ensure that every resident worker has the option of participating in
8 a health savings account and other consumer-directed health care alternatives and in
9 an individual retirement plan;

10 (4) increase the percentage of local residents employed on public
11 construction projects;

12 (5) ensure that work environments for children in the state are safe and
13 legal;

14 (6) increase the self-sufficiency of residents with disabilities;

15 (7) increase the employability of residents by providing job training;

16 (8) reduce the number of uninsured employers;

17 (9) minimize accidental injuries, fatalities, and occupational illnesses;

18 (10) ensure full employment of the state workforce;

19 (11) ensure that the state has a prepared workforce for future jobs and
20 large projects;

21 (12) ensure that labor organizations expand employment and training
22 opportunities to state residents before making work available to nonresident workers;

23 (13) ensure that all workers have portable health and retirement
24 benefits;

25 (14) increase the number of jobs that are not subsidized by the state.

26 **Sec. 37.40.080. Department of Law.** The mission of the Department of Law is
27 to prosecute crime and provide legal services to the people of the state and to state
28 government. The desired results for this department are to

29 (1) move the Alaska Court System into a restorative justice mode that
30 has the primary goal of restoring the victim, at the expense of the perpetrator, to the
31 condition the victim was in before injury;

1 (2) increase the effectiveness of legal services for state residents who
2 are indigent;

3 (3) enhance the welfare of children in the state;

4 (4) protect people in Alaska from crime.

5 **Sec. 37.40.090. Department of Military and Veterans' Affairs.** The mission
6 of the Department of Military and Veterans' Affairs is to provide relevant and ready
7 military forces that are fully prepared to mobilize and accomplish military missions,
8 provide homeland defense, prevent terrorist attacks, respond to emergency
9 requirements in the state or around the world, provide homeland security and
10 emergency management, provide training for at-risk juveniles, provide coordination of
11 veterans' assistance programs, and provide support to other state and federal agencies
12 in suppressing the use of illegal drugs. The desired results for this department are to

13 (1) protect residents and their assets from terrorists;

14 (2) establish agreements with all relevant United States and Canadian
15 organizations, particularly those on the West Coast, to ensure that intelligence is
16 shared and mutual aid is provided in a timely manner when needed;

17 (3) establish agreements to allow the sharing of equipment, personnel,
18 missions, platforms, and expertise among all organizations, including Canadian
19 organizations, that have a portion of the regional homeland security mission;

20 (4) provide interoperable communications to all military units, public
21 safety personnel, and emergency response personnel by June 30, 2009, and maintain
22 the communications thereafter;

23 (5) equip all department personnel with the appropriate equipment to
24 do their jobs with maximum efficiency and safety;

25 (6) reduce and maintain the number of vacant positions to not more
26 than eight percent of authorized staffing;

27 (7) ensure all department personnel meet the United States Department
28 of Defense performance standards;

29 (8) ensure that the state has an armed military force fully capable of
30 defending residents from all anticipated threats;

31 (9) provide support and advocacy for resident veterans;

1 (10) maintain a reliable and timely early warning and alert system for
2 the protection of residents;

3 (11) continue to improve the ability to respond to and mitigate
4 disasters;

5 (12) cooperate with the rural village public safety officers program
6 mission by joint use of facilities, joint recruitment, and joint use of personnel.

7 **Sec. 37.40.100. Department of Natural Resources.** The mission of the
8 Department of Natural Resources is to develop, conserve, and provide for maximum
9 use of the state's natural resources for the benefit of all residents, consistent with the
10 public interest. The desired results for this department are to

11 (1) increase the use of the state's natural resources for the benefit of
12 residents by increasing

13 (A) mining revenue by not less than 2.5 percent a year;

14 (B) oil production by not less than 2.5 percent a year;

15 (C) timber revenue by not less than 2.5 percent a year;

16 (D) fishing revenue by not less than 2.5 percent a year;

17 (2) increase the use of the state's natural resources for the measurable
18 benefit of residents by increasing access to

19 (A) fishing by sport fishermen by not less than 2.5 percent a
20 year;

21 (B) game by not less than 2.5 percent a year;

22 (C) land by not less than 2.5 percent a year;

23 (D) the state's public land and water;

24 (3) increase revenue to the state from state oil and gas production;

25 (4) increase the amount of state land in private ownership by
26 individual residents and by municipalities for settlement, recreation, development, and
27 other uses.

28 **Sec. 37.40.110. Department of Public Safety.** The mission of the Department
29 of Public Safety is to prevent crime, ensure public safety, and enforce fish and wildlife
30 laws. The desired results for this department are to

31 (1) increase productivity of employees by 1.5 percent a year;

1 (2) reduce employee turnover by June 30, 2009, to five percent less
2 than turnover for fiscal year 2008 and maintain turnover at that level thereafter;

3 (3) offer self-defense courses on an ongoing basis to victims of
4 violence;

5 (4) reduce the crime rate by two percent a year;

6 (5) reduce the violent crime rate by 4.5 percent a year;

7 (6) reduce sexual assault by five percent a year;

8 (7) increase the rate of conviction of sexual predators by seven percent
9 a year;

10 (8) offer firearms safety training on an ongoing basis to all residents;

11 (9) reduce the number of motor vehicle accidents caused by young
12 drivers by 11 percent a year;

13 (10) institute data-sharing arrangements with other state law
14 enforcement agencies to provide a more complete picture of statewide public safety;

15 (11) coordinate with federal agencies and other state agencies to
16 develop cooperative programs that enhance the safety and security of residents.

17 **Sec. 37.40.120. Department of Revenue.** The mission of the Department of
18 Revenue is to collect, distribute, and invest funds for public purposes. The desired
19 results for this department are to

20 (1) improve, by at least three percent a year, the collection and
21 distribution of child support funds due to the children served by the child support
22 services agency until at least 95 percent of the amount due is collected and
23 appropriately distributed each year and maintain a rate of 95 percent a year thereafter;

24 (2) increase identification and prosecution of applicants who
25 fraudulently file permanent fund dividend applications by four percent a year until 96
26 percent of all fraudulent applications are identified and prosecuted each year and
27 maintain a rate of 96 percent thereafter;

28 (3) increase the percentage of residents who own their own homes by
29 three percent a year until at least 95 percent of all residents own their own homes and
30 maintain a rate of 95 percent or greater thereafter.

31 **Sec. 37.40.130. Department of Transportation and Public Facilities.** The

1 mission of the Department of Transportation and Public Facilities is to provide for the
 2 movement of people and goods and the delivery of services. The desired results for
 3 this department are to

4 (1) increase by 10 percent each year the number of road miles that are
 5 maintained and cleared of snow by private contractors;

6 (2) provide off-season employment for local contractors;

7 (3) increase revenue while reducing costs at Fairbanks International
 8 Airport;

9 (4) increase revenue while reducing costs at Anchorage Ted Stevens
 10 International Airport;

11 (5) reduce road construction and maintenance costs without reducing
 12 the quality of the construction or maintenance;

13 (6) reduce the department's deferred maintenance list by three percent
 14 each year.

15 **Sec. 37.40.140. University of Alaska.** The mission of the University of Alaska
 16 is to inspire learning and to advance and disseminate knowledge through teaching,
 17 research, and public service, emphasizing the values of the North and its diverse
 18 peoples. The desired results for the university are to

19 (1) provide campuses and an academic environment free of assault and
 20 sexual harassment;

21 (2) eliminate disparity between male and female graduation rates, with
 22 a target of not less than a five percent reduction a year until eliminated;

23 (3) increase and maintain the retention rate of first-time full-time
 24 undergraduates to a level consistent with similar educational institutions;

25 (4) expand access to higher education to more residents;

26 (5) increase the number of students served by course and program
 27 offerings;

28 (6) provide distance delivery educational opportunities for high
 29 demand occupations;

30 (7) identify the state's high demand degree programs and increase the
 31 number of graduates from those programs;

1 (8) increase the number of student credit hours attempted;

2 (9) increase the revenue the University of Alaska receives from
3 external sources such as the federal government, tuition and fees, and university
4 receipts;

5 (10) increase grant-funded research expenditures;

6 (11) increase by at least three percent each year the number of students
7 in baccalaureate degree programs who graduate within 150 percent of the normal time
8 to complete the degree programs until at least 40 percent of entering students graduate,
9 and maintain that graduation rate thereafter;

10 (12) implement innovative ways to provide post-secondary educational
11 opportunities to more residents;

12 (13) provide a quality education comparable to other universities in
13 North America;

14 (14) eliminate all discrimination in the university against faculty,
15 students, speakers, and student clubs based on world views or philosophical
16 perspectives.

17 **Sec. 37.40.150. Alaska Court System.** The mission of the Alaska Court
18 System is to provide an accessible and impartial forum for the just resolution of all
19 cases that come before it and to decide the cases in accordance with the law,
20 expeditiously, and with integrity. The desired results for the Alaska Court System are
21 to

22 (1) reduce the number of pending cases that exceed case processing
23 time standards adopted by the Alaska Supreme Court, with a target of 98 percent of
24 cases brought to completion within the time standards;

25 (2) improve case clearance rates, with a target of 98 percent clearance
26 rate on filed and disposed cases;

27 (3) ensure that therapeutic courts achieve average recidivism rates that
28 are less than the average recidivism rates of traditional courts;

29 (4) ensure that delinquent fines are transferred expeditiously to
30 municipal collection agencies or to the Department of Law for collection, with a target
31 of 90 percent of all delinquent fines transferred within 120 days after the fines become

1 delinquent;

2 (5) ensure that the public has ready access to the courts and that people
3 are treated with fairness, equality, and respect;

4 (6) investigate and consider using the National Center for State Courts'
5 CourTools to measure performance;

6 (7) decrease the prevalence of illicit drug use, drug sales, and drug
7 manufacturing in the state;

8 (8) use data sharing, technology, and cooperative communications to
9 enhance public safety and improve the response of the court system;

10 (9) increase accountability of the state's courts and judges.

11 **Sec. 37.40.160. Office of the Governor.** The mission of the Office of the
12 Governor of the State of Alaska is to provide vision and leadership to the state, direct
13 the activities of the executive branch of the state government, and ensure the faithful
14 execution of laws. The desired results for this office are to

15 (1) increase productivity of all state employees by three percent a year;

16 (2) reduce annual turnover of staff in all departments to below 16
17 percent;

18 (3) privatize state functions by 3.5 percent of the general fund budget
19 annually until not less than 20 percent of the functions funded by the general budget
20 are privatized, and privatize two percent of employees annually until at least 20
21 percent of employees performing state functions are nongovernment employees;

22 (4) reduce total state government spending as a percent of gross state
23 product by 1.5 percent a year until state government spending is at or below 20
24 percent of the gross state product;

25 (5) eliminate all penalties and disincentives against individuals based
26 on marital status;

27 (6) reduce the population of the unorganized borough by five percent
28 and the area of the unorganized borough by 10 percent each year until the unorganized
29 borough represents not more than 10 percent of the population and not more than 30
30 percent of the land;

31 (7) decrease the number of unmarried teen pregnancies by seven

1 percent a year until unmarried teen pregnancies represent not more than two percent of
2 all pregnancies a year;

3 (8) decrease the instances of families with children and without a
4 father in the home by five percent a year until not less than 70 percent of all homes
5 with children include two parents;

6 (9) decrease teen suicides by five percent a year until there are fewer
7 than 10 teen suicides a year;

8 (10) decrease suicides by rural Native teenage males by 20 percent a
9 year until there are fewer than 10 rural Native male suicides a year;

10 (11) decrease accidental deaths and injuries in the state by eight
11 percent a year until there are fewer than 20 accidental deaths and fewer than 100
12 accidental injuries a year;

13 (12) decrease fire on developed land by 10 percent a year until less
14 than 100 acres of developed land is consumed by unintended fire each year;

15 (13) decrease fire deaths and injuries by 15 percent a year until there
16 are fewer than five deaths by fire and fewer than 20 injuries by fire each year;

17 (14) decrease aircraft-related deaths and injuries by four percent a year
18 until there are no aircraft-related deaths and fewer than five aircraft-related injuries a
19 year;

20 (15) decrease the number of recipients of public assistance under
21 AS 47.25 by five percent a year until less than two percent of state residents are
22 receiving public assistance;

23 (16) decrease by five percent a year the number of villages with more
24 than 100 residents and more than 30 percent unemployment until fewer than five
25 villages with more than 100 residents have an unemployment rate of more than 30
26 percent;

27 (17) eliminate fraud by persons applying for government benefits,
28 prosecute criminals, obtain repayments, incarcerate perpetrators, and publish the
29 photographs of perpetrators on the state website and at all offices that provide public
30 assistance under AS 47.25;

31 (18) offer all state employees the option of portable, private retirement

1 accounts and health benefit accounts, and the option of opting out of social security,
 2 then spread the effects of this option among all workers in the state to the extent
 3 possible;

4 (19) increase private ownership of family residences by three percent a
 5 year;

6 (20) decrease the number of boards and commissions by five percent a
 7 year for six years;

8 (21) eliminate all state-funded positions that are not subject to
 9 termination for cause or substandard performance by June 30, 2009;

10 (22) restructure budget presentations to include program efficiency
 11 evaluations and to address programs that span more than one department;

12 (23) develop incentives for departments to collaborate, saving money
 13 and staffing;

14 (24) stop, after 60 months, all payments of state assistance to
 15 unemployed able-bodied individuals who refuse to move to locations where jobs are
 16 available;

17 (25) institute real-time processes for tracking and reporting
 18 expenditures against the approved budget;

19 (26) return to the state management of fish and game on federal land in
 20 the state.

21 * **Sec. 9.** The uncodified law of the State of Alaska is amended by adding a new section to
 22 read:

23 DEPARTMENT OF ADMINISTRATION. (a) In addition to desired results under
 24 AS 37.40.020, added by sec. 8 of this Act, desired results for the Department of
 25 Administration are to

26 (1) move department functions to the private sector so that, by June 30, 2009,
 27 as compared to June 30, 2008, the department's general fund budget for operations is reduced
 28 by 3.5 percent and the number of employees is reduced by two percent;

29 (2) reduce, by June 30, 2009, without degradation of services, the total costs
 30 of the department by five percent as compared to costs in fiscal year 2008;

31 (3) eliminate, by June 30, 2009, all state-funded positions not covered by a

1 bargaining agreement that are not subject to termination for cause or substandard
2 performance;

3 (4) at the time each contract is negotiated, eliminate all state-funded positions
4 covered by a bargaining agreement that are not subject to termination for cause or substandard
5 performance;

6 (5) investigate alternatives to state employee health programs, including health
7 savings accounts, and submit recommendations to the governor by December 31, 2008;

8 (6) investigate options for private retirement accounts for state employees and
9 options for opting out of the social security program and submit recommendations to the
10 governor by December 31, 2008.

11 (b) Except as provided in (c) of this section, to the extent that provisions of (a) of this
12 section conflict with other laws, the other laws control.

13 (c) Notwithstanding other laws, the state and its agents and employees are immune
14 from suit based on accomplishing or failing to accomplish a desired result under (a) of this
15 section.

16 * **Sec. 10.** The uncodified law of the State of Alaska is amended by adding a new section to
17 read:

18 DEPARTMENT OF PUBLIC SAFETY. In addition to desired results under
19 AS 37.40.110, added by sec. 8 of this Act, the Department of Public Safety shall develop a
20 strategic plan for recruiting, training, and retaining high caliber staff adequate to fulfill the
21 mission of the department and present the plan to the legislature by August 31, 2008.

22 * **Sec. 11.** The uncodified law of the State of Alaska is amended by adding a new section to
23 read:

24 DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES. (a) In
25 addition to desired results under AS 37.40.130, added by sec. 8 of this Act, the desired results
26 for the Department of Transportation and Public Facilities are to develop a long-range
27 strategic plan for construction, improvements, maintenance, and deferred maintenance of the
28 state's transportation system and present the plan to the legislature by January 31, 2009. The
29 plan must include a

30 (1) cost/benefit analysis of privatizing road maintenance;

31 (2) cost/benefit analysis of privatizing snow clearance;

1 (3) cost/benefit analysis of bringing the state's road bridges up to Federal
2 Highway Administration standards;

3 (4) discussion of the actions undertaken to institutionalize a culture of safety
4 among all department employees and of the level of success of those actions;

5 (5) cost/benefit analysis of increasing year-round access to rural areas through
6 safe airports;

7 (6) plan for protecting, preserving, and enhancing the state's highway
8 facilities;

9 (7) plan for ensuring that adequate transportation systems throughout the state
10 are provided in a timely fashion to meet the needs of the growing population.

11 (b) Except as provided in (c) of this section, to the extent that provisions of (a) of this
12 section conflict with other laws, the other laws control.

13 (c) Notwithstanding other laws, the state and its agents and employees are immune
14 from suit based on accomplishing or failing to accomplish a desired result under (a) of this
15 section.

16 * **Sec. 12.** The uncodified law of the State of Alaska is amended by adding a new section to
17 read:

18 **OFFICE OF THE GOVERNOR.** In addition to the desired results under
19 AS 37.40.160, added by sec. 8 of this Act, the desired results for the Office of the Governor
20 are to

21 (1) reduce, by June 30, 2010, the annual turnover of staff in the child
22 protective services division by 50 percent compared to the turnover rate during fiscal year
23 2008;

24 (2) offer the alternative of competitive health savings accounts to all state
25 employees by December 31, 2008;

26 (3) develop strategic plans that include five-year projections for budgetary and
27 fiscal estimates, human capital, construction and maintenance projects, and information
28 technology projects and include the plans as part of the fiscal year 2010 budget request
29 submitted to the legislature;

30 (4) increase, by July 1, 2011, the principal of the budget reserve fund to
31 \$5,000,000,000.

1 * **Sec. 13.** This Act takes effect July 1, 2008.