

SCOMM

92:3



State of Alaska
Ombudsman

Duncan C. Fowler

December 13, 1992

Senator Randy Phillips, Co-Chair
Ombudsman Selection Committee
State Capitol
Juneau, Alaska 99801-1182

Dear Senator Phillips:

Enclosed is the self evaluation or review of my activities during my term as ombudsman as we discussed. I have prepared it to assist you and the other committee members in their deliberations.

The review just hits the highlights and necessarily does not go into detail on any of the points. I would be happy to supply you or the other committee members additional information about any of the issues mentioned here or about the office as a whole.

I have taken the liberty of sending copies of this letter and the enclosures to the other committee members. I look forward to meeting with you and the other committee members December 15.

Sincerely,

Duncan C. Fowler
Ombudsman

DCF:pjc

Enclosure

cc: Representative Gail Phillips, Co-Chair
Ombudsman Selection Committee

Reply to:

- ☐ P.O. Box 102636
Anchorage, AK 99510-2636
(907) 269-5290
(800) 478-2624
- ☒ P.O. Box 113000
Juneau, AK 99811-3000
(907) 465-4970
(800) 478-4970
- ☐ P.O. Box 74358
Fairbanks, AK 99707-4358
(907) 452-4001
(800) 478-3257



Review of the
Alaska Office of the Ombudsman
Duncan C. Fowler, Ombudsman
February 1988 to December 1993

This review was prepared with the permission of Co-Chair Randy Phillips to assist the Ombudsman Selection Committee during its deliberations. This review sketches out the expectations I faced on initial appointment, indicators of how well I have met those expectations and the challenges that I expect to meet should I be re-appointed.

The 1987 Ombudsman Selection Committee told me that I was selected to be ombudsman for several reasons:

- Proven ability to manage programs and agencies.
- Non-attorney to avoid an overly legalistic approach.
- Political neutrality and independent from the executive branch.
- Commitment to factual findings and practical, fair recommendations.

I believe this review demonstrates that I have exceeded these expectations.

OBJECTIVE INDICATORS OF OFFICE PERFORMANCE

- Lowest adjusted cost per inquiry of all U.S. general jurisdiction ombudsmen (see *attached chart*).
- Independent complainant satisfaction survey showing more than 89 percent of complainants "pleased" or "very pleased," even though office is neutral.
- Annual independent fiscal audits consistently confirms proper management and budget control.
- Reduction of complaint backlog created during severe budget cuts and office closure.

MANAGEMENT ACCOMPLISHMENTS

- Re-established internal administrative controls.
- Implemented innovative Ombudsman Volunteer Intake Officer program.
- Initiated national certification of investigative staff.
- Reduced staff time for data entry through redesign of complaint management system.
- Provided reimbursable contract services to a variety of municipalities.
- Proposed and implemented revisions to the Ombudsman Act to strengthen the office.

PRACTICAL, PROBLEM SOLVING APPROACH

- Pioneered use of staff for facilitation of public policy disputes such as Wolf Summit.
- Focused office on problem solving, cooperative approach rather than "turf battles."
- Encouraged staff to offer mediation assistance to agencies to limit state litigation expenses.
- Maintained average citizen's communication link to "inaccessible" agencies such as PFD, CSED, Postsecondary Education Commission.
- Developed several self-help brochures so citizens can more easily access government.
- Emphasized agency's role in solving problems rather than "crusading" or advocacy.

MAJOR REPORTS EXTENDING LEGISLATIVE OVERSIGHT

1988	Inoperative prison fire safety systems and lack of regular inspection or maintenance.
1989	- Alaska Railroad's railroad crossing maintenance policy and its impact on municipalities - The inability of the public to contact or obtain any response to allegations of judicial misconduct from the Commission on Judicial Conduct. - Corrections managers' leave abuse and the department's reluctance to respond. - Division of Agriculture policy issues resulting in a recommendation that the governor establish a coherent policy to deal with agricultural problems
1990	- DEC official's falsification of a hiring register. - Oil and Gas Commission's inadequate inspection of oil drilling safety and pollution prevention equipment and retaliation against a whistleblowing employee. - Court system's treatment of litigants who represent themselves.
1991	- AHFC's provision of inside information to and favoritism toward an Anchorage investor in a bulk sale of repossessed homes and failure to save property tax dollars by reviewing and appealing local assessments. - DEC's early and exclusive release of proposed oil spill regulations to industry lobbyists and, after receipt of industry objections, subsequent delay in promulgation.
1992	- DFYS reorganization's failure to increase line positions and violation of merit employment principles. - Gubernatorial aide's misuse of the state's computerized criminal information network, APSIN, and the resulting implementation of ethical standards for exempt employees. - Pt. MacKenzie Dairy Project policy failures and inconsistent, unfair and inappropriate handling of loan settlements.
1993	- Division of Alcohol and Drug Abuse failure to ensure whether its multi-million dollar programming is effective. - Division of Elections director's thousands of dollars in personal calls. - Forestry's maltreatment of predominantly Native emergency firefighters.

CHALLENGES FOR THE FUTURE

- Continued oversight and development of the volunteer program to ensure adequate quality control and responsiveness to the public in face of shrinking budgets.
- Migrate caseload and Email systems from a mainframe to PC environment to reduce costs.
- Attempt to reduce complaint volume by identifying and working with agencies whose appeal or grievance systems are inadequate.
- Improve legislative access to non-confidential complaint information to help legislators determine agency performance and identify policy issues.
- Increasing staff training and use in mediating disputes between citizens and agencies.
- Increasing contracts with municipalities to improve service to state and local complainants.
- Exploring a "charge-back" system of billing state agencies on the basis of complaints received to more appropriately allocate costs of the office.

SUMMARY

Despite budgetary fluctuations and increasing numbers of complaints, I have maintained citizen satisfaction and service to both the legislature and the agencies we review. That has required innovation, flexibility and commitment as well as balance between the office's obligation to the average citizen with a "gripe" and the office's role in performing major investigations involving significant public policy issues.

Where agencies have been willing to correct abuses I have worked cooperatively with them. Irrespective of changing administrations, where agencies have refused to correct abuses I have focused legislative and public attention on those abuses.

Because of the challenges that undoubtedly lay ahead for the office and state government as a whole I believe I am uniquely qualified to guide the office through the next five years and look forward to doing so if I am selected.



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Comparison of Selected Ombudsman Offices

Most recent FY or CY Available

	General Jurisdiction Ombudsmen				Canadian General Jurisdiction Ombudsmen			Corrections Only Ombudsmen		
	Alaska FY 94	Hawaii FY 94	Iowa FY 94	Nebraska FY 94	Alberta FY 94*	British Col. FY 94*	Ontario FY93	Kansas FY93	Michigan FY93	Minnesota FY93
Land Area (miles ²)	586,412	6,471	56,275	77,355	248,800	366,225	344,090	81,823	56,809	79,617
Number of ombudsman offices	3	1	1	1	2	2	10	1	1	1
State/Prov. Population - 1990	550,043	1,108,229	2,776,755	1,578,385	2,472,500	3,138,900	9,747,600	2,495,000	9,368,000	4,432,000
Annual Budget	\$1,623,700	\$904,195	\$631,471	\$426,376	\$1,298,100 ² cdn	\$4,448,000 cdn	\$9,424,874 cdn	\$169,833	\$536,794	\$441,000
Inquiries FY 93	11,794	6,283	4,892	1,652	9,361 CY92	16,496 FY92	33,920	1,347	7,000 Est	5,400
Complaints FY 93	6,782	4,075	3,338	1,271	9,361 CY92	15,629 FY92	21,156	1,347	5,500	3,005
Inquiries per 100,000 Pop.	2,144	566.94	176.18	104.66	378.60	525.53	347.98	53.99	74.72	121.84
# Staff	20	16	12	8.4	20	50	115	4	9	7.5
# Investigators	13.5	9	9	6.5	11	32	46	3	5	4
Inquiries per Investigator	873.63	698.11	543.56	254.15	851.00	515.50	737.39	449.00	1400.00	1350.00
Corrections Complaints FY 93	1,477	2,332	933 FY92	311	1,282	1,830 FY92	7,895	1,347	5,500	3,005
% Corrections Complaints	22%	57%	28%	24%	14%	12%	37%	100%	100%	100%
Inmate Population	2644	2922	5363	2752	2891 Inc.	2442	8127	6159	35877	4260 (Inc. J)
Corrections Comp/Inmate Pop	0.56	0.80	0.17	0.11	0.44	0.75	0.97	0.22	0.15	0.71
Cost per Inquire	\$137.67	\$143.91	\$129.08	\$258.10	\$138.67 ² cdn	\$269.64 cdn	\$277.86 cdn	\$126.08	\$76.68	\$81.67
Cost per Complaint	\$239.41	\$221.89	\$189.18	\$335.46	\$138.67 ² cdn	\$284.60 cdn	\$445.49 cdn	\$126.08	\$97.60	\$146.76
Ombudsman Salary	\$67,800	\$85,302	\$61,503	\$59,400	\$91,800 cdn	\$125,000 cdn	\$103,000 cdn		\$63,000	\$52,158
COLA Index (ACCRA 4thQ '91) (The average COLA=100)	137	136.7	98.3	90.9	N/A	N/A	N/A	96	104.6	102.3
COLA Indexed Budget	\$1,185,182	\$661,444	\$642,392	\$469,061				\$176,909	\$513,187	\$431,085
COLA Indexed Ombudsman Salary	\$49,489	\$62,401	\$62,567	\$65,347				\$0	\$60,229	\$50,985
COLA Indexed Cost/Inquire	\$100.49	\$105.28	\$131.31	\$283.93				\$131.34	\$73.31	\$79.83
COLA Indexed Cost/Complaint	\$174.75	\$162.32	\$192.45	\$369.05				\$131.34	\$93.31	\$143.46

Notes:

¹ These offices do not pay for their space lease in their budget.

² This office does not include office space or WATTS line telecommunications charges in its' budget.

COLA is based upon the American Chamber of Commerce cost of living survey. 4th Q of 1991 was the most recent review that included all US sites.

Iowa investigator # includes Ombudsman and deputy. Iowa jurisdiction includes all city and county governments in the state. Law requires the appointment of an assistant to specialize in corrections issues.

Hawaii 29.5% was added on to the personnel costs to reflect benefits. Hawaii jurisdiction includes all state municipalities but not the court system. The ombudsmans salary is equivalent to other department heads.

Nebraska has a unicameral legislature. The office jurisdiction includes the mediation of issues relating to return of Indian Artifacts. Is the investigative body for whistle blower complaints and determines if there is a need for an expedited hearing to prevent harm to the Whistle Blower. The ombudsmans salary is equivalent to that of other legislative directors. Law requires the deputy ombudsman to specialize in correctional issues. Although every effort was made to insure similar data was used to compare each office, it is suspected that this office does not collect information/referral data in a fashion similar to other offices.

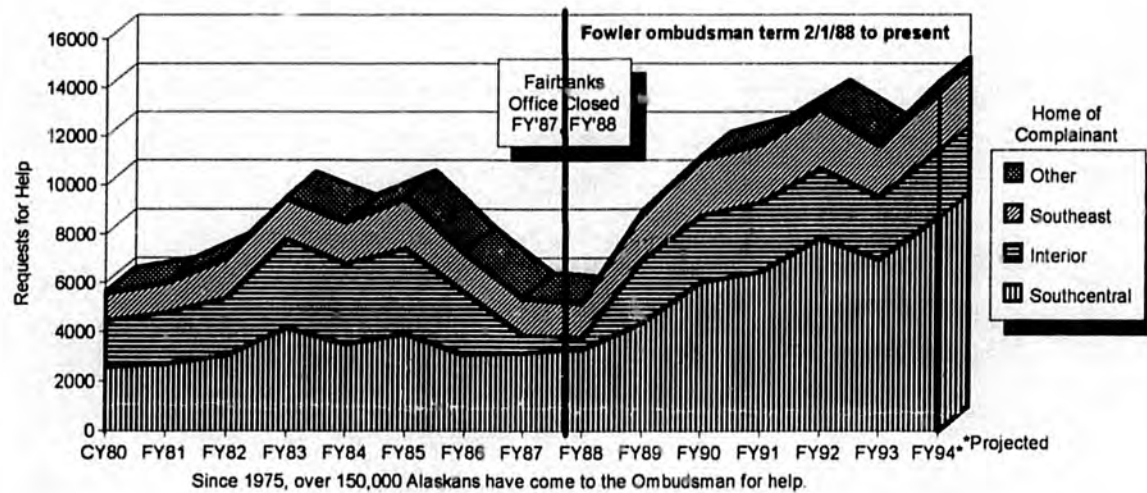
The Alberta Ombudsman salary is equivalent to any Deputy Minister position in the Province.

The British Columbia Legislature has recently expanded the jurisdiction of the Ombudsman to include all municipalities, school boards, universities and hospitals. The ombudsman salary is equivalent to that of the Chief Judge of the Provincial Court.

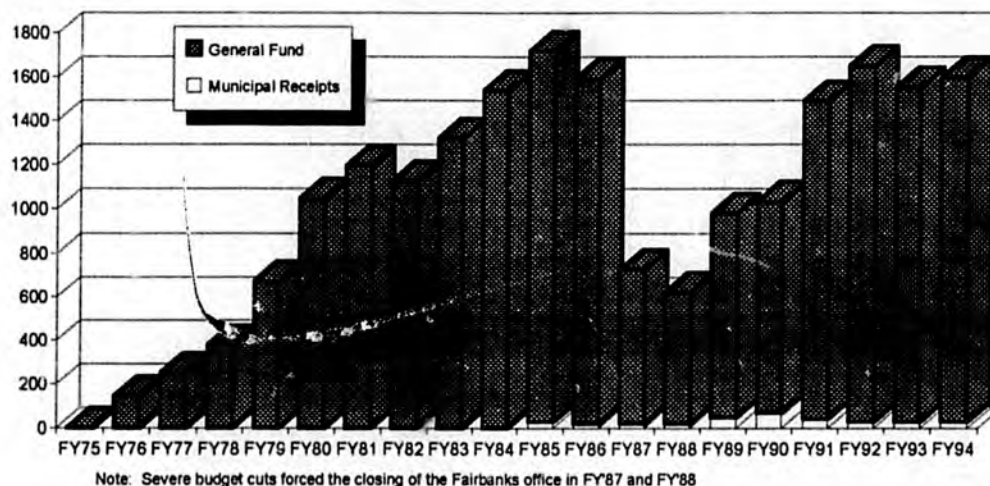
The Ontario Ombudsman salary range is \$103,000-\$152,000 or equal to a Deputy Minister.

A graphical review of the Alaska Office of the Ombudsman 1975 -1993

Who uses the Ombudsman?

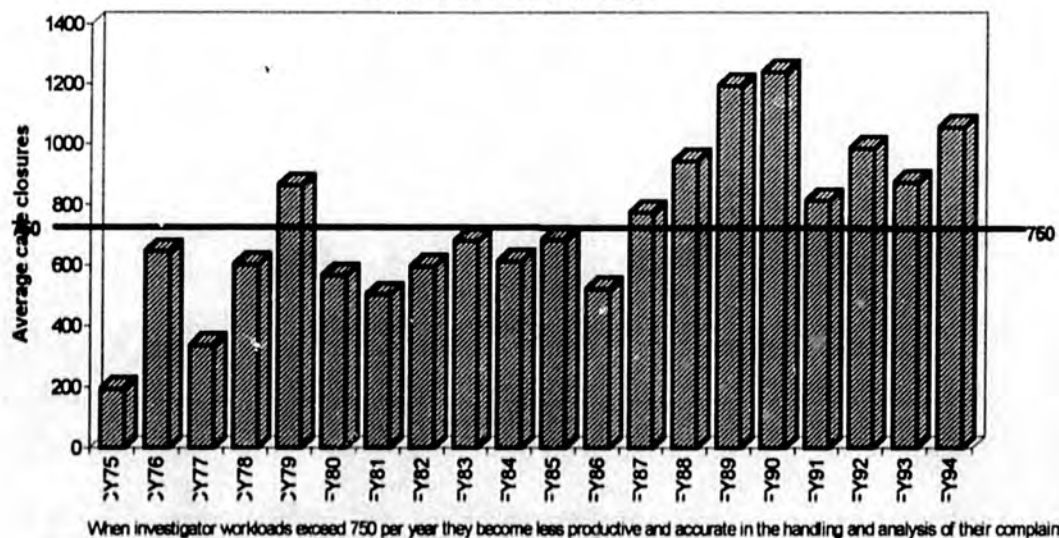


Fiscal Year Expenditures



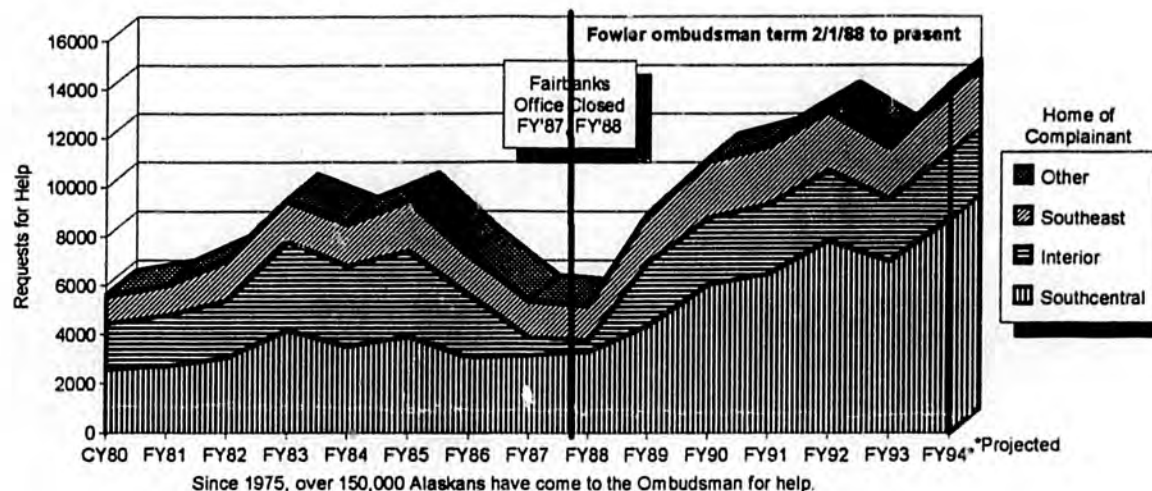
Ratio of Investigators to Inquiries

Ratio should not exceed 750/investigator

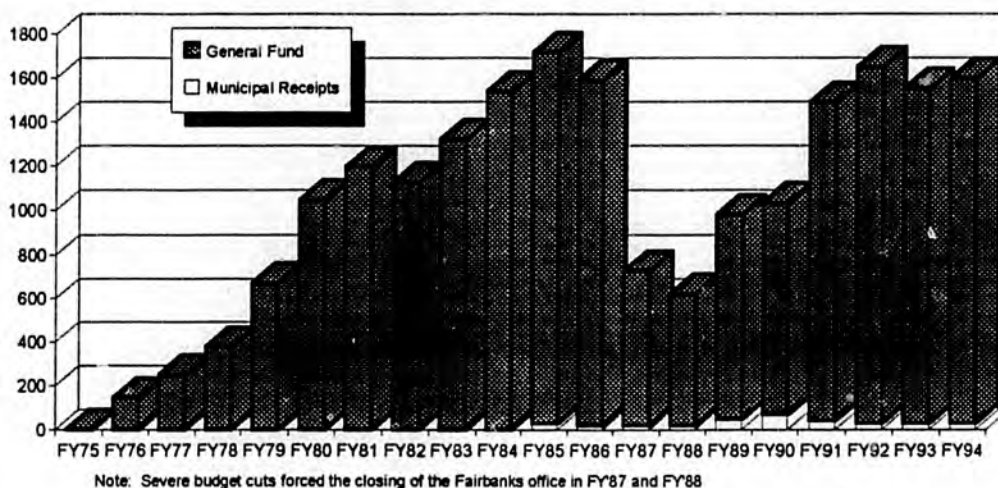


A graphical review of the Alaska Office of the Ombudsman 1975-1993

Who uses the Ombudsman?

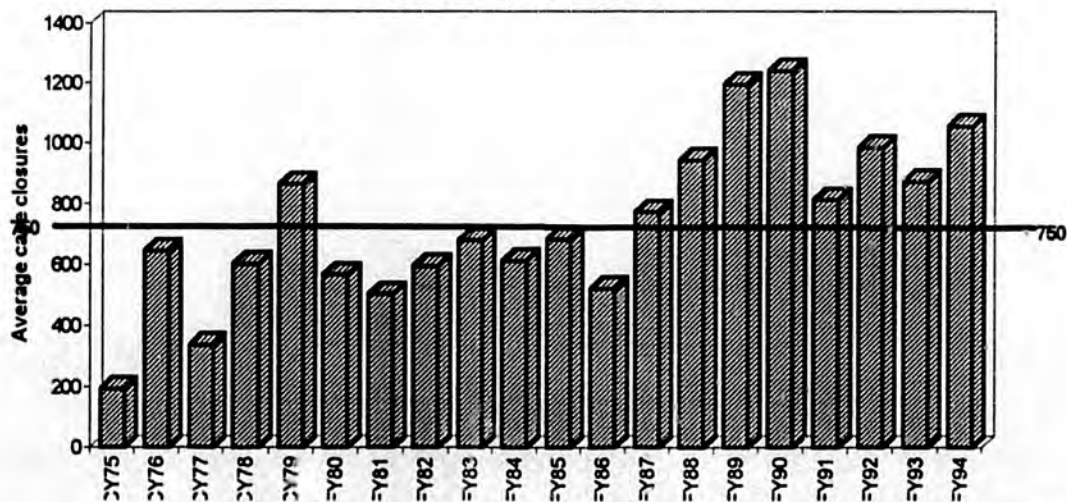


Fiscal Year Expenditures



Ratio of Investigators to Inquiries

Ratio should not exceed 750/investigator



When investigator workloads exceed 750 per year they become less productive and accurate in the handling and analysis of their complaints.

«data Applicant database»
OMBUDSMAN SELECTION
COMMITTEE

REP. GAIL PHILLIPS
CO-CHAIR
SEN. RANDY PHILLIPS
CO-CHAIR

SEN. LOREN LEMAN
SEN. JIM DUNCAN
REP. TERRY MARTIN
REP. FRAN ULMER

October 12, 1993

«SUR» «FIRST» «LAST»
«ADDRESS»
«CITY», «ST» «ZIP»

Dear «SUR» «LAST»:

Thank you for submitting your application for the State Ombudsman position.

The Ombudsman Selection Committee will be meeting after the November 8th application deadline. No decisions will be made until all applications have been reviewed.

If you have any further questions regarding this position, please contact Judi Jordan, Selection Committee Staff, at (907) 465-2689. Again, thank you for your interest in this position.

Sincerely,

Representative Gail Phillips
Co-Chair, Ombudsman Selection Committee

GP:jmj

QUESTIONS FOR OMBUDSMAN INTERVIEW

1. In your own view, what qualities do you possess that qualify you as the best candidate for the State Ombudsman?
2. In your opinion, do you feel that the Ombudsman's office should be maintained as an unbiased, non-partisan office? Please explain your answer.

OMBUDSMAN SELECTION **COMMITTEE**

REP. GAIL PHILLIPS
CO-CHAIR
SEN. RANDY PHILLIPS
CO-CHAIR

SEN. LOREN LEMAN
SEN. JIM DUNCAN
REP. TERRY MARTIN
REP. FRAN ULMER

November 18, 1993

Mr. Thomas B. Kimball
PO Box 875553
Wasilla, AK 99687

Dear Mr. Kimball:

Your application for the position of Ombudsman was received in the Department of Administration, Personnel Office on November 16, 1993 and forwarded to my office where it was received on November 18, 1993. I am sorry to say, however, that this was well after the November 8th deadline. I have enclosed a copy of the ad for this position as it appeared in all the papers. It states that "Applications must be received no later than November 8, 1993." The ad was very carefully worded so as not to cause any misunderstanding as to the latest time when we could receive applications for consideration by the committee.

Thank you for your interest in this position.

Sincerely,

Representative Gail Phillips
Co-Chair, Ombudsman Selection Committee

GP:jmj

OMBUDSMAN SELECTION **COMMITTEE**

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SEN. JIM DUNCAN
REP. TERRY MARTIN
REP. FRAN ULMER

November 15, 1993

Mr. Richard Maki
6855 Town & Country
Anchorage, AK 99502

Dear Mr. Richard Maki

On November 12, 1993, we received your application for the position of Ombudsman. I am sorry to say, however, that it was not received in our office until well after the November 8th deadline. I have enclosed a copy of the ad for this position as it appeared in all the papers. It states that "Applications must be received no later than November 8, 1993." The ad was very carefully worded so as not to cause any misunderstanding as to the latest time when we could receive applications for consideration by the committee.

Thank you for your interest in this position.

Sincerely,

Representative Gail Phillips
Co-Chair, Ombudsman Selection Committee

GP:jmj

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CO-CHAIR

SEN. LOREN LEMAN
SEN. JIM DUNCAN
REP. TERRY MARTIN
REP. FRAN ULMER

DATE: November 11, 1993
TO: Ombudsman Selection Committee Members
FROM: Representative Gail Phillips *Gail*
RE: Review of applicants

As you are aware, the deadline for submitting applications for the position of Ombudsman was this past Monday, November 8th. We received a total of 112 applications and have made copies for your review. A full set of the applications can be reviewed in my Anchorage office, Room 610, or in my Juneau office in the Capitol, Room 216.

Enclosed is a listing of Judi's database file on the applicants which I hope will be helpful to you. In the last column of the listing, Judi has made some very brief comments about each applicant which are intended only to aid you in recalling to which of the applicants the name belongs. It is not intended in any way to point out information favorable or unfavorable about the applicant. Judi did note on several applicants that they did not appear to meet the statutorily required three year residency to serve as ombudsman. However, this is no assurance that the others do meet that requirement. Please be certain you are using the final version of the databased listing labelled "Final Version 11/12/93".

We are asking that you review the full set of applications as soon as possible and that you submit a short list by November 22th of the 10 or so applicants you would like us to consider. Please contact Judi as soon as you have completed your review. Jerry Burnett of Sen. Phillips staff will then contact the references and others necessary to verify the information in those applicants' resumes.

Our next meeting will be held via teleconference with the goal of narrowing the number of applicants to three finalists who will then be invited for in person interviews in Anchorage in early December.

Staff Contact: **Judi Jordan**, State Capitol, Juneau, AK 99801-1182
Phone: (907) 465-2689 FAX: (907) 465-3472

BE

JAN 04 1994

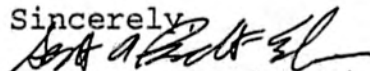
Sen. Randy Phillips
State Capitol
Juneau, Alaska 99801

December 16, 1993

Dear Senator Phillips,

I want to thank you and the other members of the committee for your thoughtful consideration of my application for the state ombudsman position. If, as the process continues, Mr. Hall fails to be confirmed, I hope that you will keep me in mind as an alternate selection.

Sincerely,


Scott A Brandt-Erichsen

cc: Senator Loren Leman
Senator Jim Duncan
Representative Gail Phillips
Representative Terry Martin
Representative Fran Ulmer

F
Ombudsman

Sen. Randy Phillips
State Capitol
Juneau, Alaska 99801

February 17, 1994

Dear Senator Phillips,

I heard from news reports that the first vote on the issue failed to produce sufficient votes to confirm Mr. Hall for the position of ombudsman. I do not know what the legislature or the selection committee intends to do with the position at this point, but I want to express my continued interest in the position. If the committee elects to put forward another nominee from the finalists who were interviewed in December, I would like to be considered.

If there is a particular process developed by the committee which would require me to take additional action in order to be considered as an active applicant for the position, please advise me of the necessary steps. Thank you again for your consideration.

Sincerely,



Scott A Brandt-Erichsen

cc: Senator Loren Leman
Senator Jim Duncan
Representative Gail Phillips
Representative Terry Martin
Representative Fran Ulmer

Post-It™ brand fax transmittal memo 7671		# of pages > 1
To	Representative Phillips Scott Brandt-Erichsen	
Co.	Co.	
Dept.	Phone 343-4545	
Fax # 465-3472	Fax #	

OMBUDSMAN SELECTION
«data Finalist Database» **COMMITTEE**

REP. GAIL PHILLIPS
CO-CHAIR
SEN. RANDY PHILLIPS
CO-CHAIR

December 8, 1993

SEN. LOREN LEMAN
SEN. JIM DUNCAN
REP. TERRY MARTIN
REP. FRAN ULMER

«SUR» «FIRST» «LAST»
«ADDRESS»
«CITY», «ST» «ZIP»

Dear «SUR» «LAST»:

The Ombudsman Selection Committee is pleased to inform you that you have been selected one of five finalists from 112 applications for the position of Ombudsman. We are planning to hold the personal interviews in Anchorage on the afternoon of December 15, 1993, during an executive session of the selection committee. The interviews will be held at the Legislative Offices Building at 716 W. 4th in the 6th floor conference room.

Your personal interview time is set for 3:00 p.m. and will probably take up to one-half hour. You should anticipate that you will be asked questions by any or all committee members. Also, we would appreciate your arriving at least 15 minutes before your scheduled time in case we complete the interview before yours earlier than anticipated.

Between now and the 15th, a member of Senator Randy Phillips' staff, Jerry Burnett, will be making background checks and contacting those individuals you listed as references as well as verifying the other information presented in your application.

Again, congratulations on being selected as a finalist for interview. We look forward to seeing you in Anchorage at 3:00 p.m. on the 15th. If you have any questions, please contact Judi Jordan in Representative Gail Phillips office at 465-2689.

Sincerely,

Representative Gail Phillips
Co-Chair

Staff Contact: Judi Jordan, State Capitol, Juneau, AK 99801-1182
Phone: (907) 465-2689 FAX: (907) 465-3472

OMBUDSMAN SELECTION

«data APPLICANT DATABASE»
COMMITTEE

REP. GAIL PHILLIPS
CO-CHAIR
SEN. RANDY PHILLIPS
CO-CHAIR

SEN. LOREN LEMAN
SEN. JIM DUNCAN
REP. TERRY MARTIN
REP. FRAN ULMER

December 15, 1993

«SUR» «FIRST» «LAST»
«ADDRESS»
«CITY», «ST» «ZIP»

Dear «SUR» «LAST»:

The Ombudsman Selection Committee has determined its final list of applicants to be interview for the position of Ombudsman. The Committee had a very difficult time reaching a decision due to the number of highly qualified individuals, like yourself, who were worthy of consideration; however, we regret to inform you that you were not among the final applicants selected.

We sincerely appreciate your application for this position and the interest which you have shown toward achieving a better relationship between Alaskans and their state government.

Thank you for your participation and best of luck in your future endeavors.

Sincerely,

Representative Gail Phillips
Co-Chair
Ombudsman Selection Committee

Senator Randy Phillips
Co-Chair
Ombudsman Selection Committee

Staff Contact: **Judi Jordan**, State Capitol, Juneau, AK 99801-1182
Phone: (907) 465-2689 FAX: (907) 465-3472

Final list

REC#	SUR	FIRST	LAST	ADDRESS	CITY	ST	ZIP	PHONE-H	PHONE-W	CURRENT EMPLOYEMENT
1	Ms.	Dorothy J.	Shepard	PO Box 872084	Wasilla	AK	99687	907-373-7917	NA	Trainer/Partner/Mediator - <i>Options Unlimited</i> - (Provides workshops in Negotiations; Mediations; and Conflict Resolution)
2	Mr.	Marc D.	Stemp	PO Box 206	Copper Center	AK	99573	907-822-3382	907-790-2992	Chief Financial Officer - <i>Kootznoowoo, Inc.</i>
3	Mr.	Tom	Barrett	4210 Frontier Drive	Anchorage	AK	99516	907-345-7230	907-349-6591	Store Manager - <i>Lamonts @ Dimond Center</i> - (for 25 years)
4	Mr.	Sammie J.	McGowan	5072 Sillary Circle	Anchorage	AK	99508	907-337-2581	NA	Assistant Manager - <i>Alamo Rent A Car</i> - references not included but will be furnished on request
5	Ms.	Naomi	Welty	1640 Cottonwood	Fairbanks	AK	99709	907-456-7042	NA	Personnel Administrator - <i>Tandem Computers</i> - lived in Alaska 1974-1978 -- may not meet 3 yr min.
6	Mr.	Kenneth L.	Wells	705 Muldoon Rd., #193	Anchorage	AK	99504	907-333-8168	NA	Natural Resource Technician, Assistant Manager - <i>Alaska State Parks: Kachemak Bay Wilderness Area</i>
7	Mr.	Earl	Towner	5149 Sillary Circle	Anchorage	AK	99508	907-337-1547	907-177-9545	Insurance Claims Adjuster - <i>Orca Insurance Services</i> . Chaplain and Pastor
8	Mr.	Robert	Allen	1421 Lathrop Street	Fairbanks	AK	99701	907-458-7252	NA	Presently Self Employed - recent past as Service Technician - <i>Office Place, Fairbanks</i>
9	Mr.	John S.	Boyer	HCO1 Box 6043-F	Palmer	AK	99645	907-745-6418	NA	Office Administrator - <i>Alaska Army National Guard</i> - for last 11 years
10	Mr.	Tim R.	Borgstrom	3551 Kachemak Circle	Anchorage	AK	99515	907-344-5482	NA	Marketing Director/General Manager - <i>Chester Park Cooperative (Marlow Development Corp.)</i> - a senior housing community; moved to AK in May 1992 - does not meet 3 yr min.
11	Mr.	William L.	McDermid	HC#1 Box 1416	Soldotna	AK	99669	907-262-9670	NA	Instructor - <i>University of AK - Anchorage</i> - in Mining & Petroleum Training Serv. Previously Operations/Facility Engineer - <i>ARCO, AK</i>
12	Mr.	Eugene F.	Lemery	11639 Loveland Circle	Eagle River	AK	99577	907-694-5227	NA	Civilian Personnel Co-ordinator/Education Co-ordinator - <i>US Army, 6th Light Infantry (Alcohol & Drug Abuse Prevention and Control Program, Ft. Richardson)</i> - Civilian Employee
13	Mr.	Steve T.	McAdams	5351 E 22nd, Apt. 2	Anchorage	AK	99508	907-338-1712	NA	Quality Assurance & Control Manager - Company not listed and References available on request.
14	Mr.	Donald E.	Bodron	2561 Meadow Lane	Juneau	AK	99801	907-789-8436	NA	Captain - <i>United States Coast Guard</i> - Chief of the Marine Safety Division of Seventeenth Coast Guard District
15	Mr.	William Leo	Wurthmann	PO Box 111877	Anchorage	AK	99511-1877	907-265-6130	NA	Computer Operator/System Admin - <i>Ft. Richardson</i>
16	Mr.	George A.	Heimerl	5331 Revolutionary Way	Wasilla	AK	99654-6721	907-376-1593	NA	Registered Nurse - Geriatric Certification - <i>AK Department of Administration - Division of Pioneers Benefits</i> - sent long backup of nursing patient abuse
17	Ms.	Marydith W.	Beeman	Box 134	Chugiak	AK	99567	907-688-2722	NA	Teacher - <i>Anchorage School District</i> - past 6 years
18	Mr.	Robert L.	Oleson	215 Nevada	Kenai	AK	99611	907-283-5169	NA	Director of Operation - <i>Air Adventures</i> - also spent 25 years as Journeyman electrician
19	Mr.	Joseph M.	Thomas	612 Randall Drive	Moore	OK	73160	405-799-9670	NA	Major/Chief, Logistics Management - <i>US Air Force 1966 to 1993</i> - he is currently working to return to Alaska
20	Mr.	Brent L.	Whitmore	PO Box 1046	Seward	AK	99664	907-224-5726	NA	Current position not indicated. Has worked in past as promotions person and as radio "talent"

21	Mr.	Karl T.	Pfeiffer	8341 Paine Rd.	Anchorage	AK	99516	907-345-6816	NA	Contract Administration - <i>Regional Citizen's Advisory Council</i> - and adjunct professor UAA and Business Manager of Educational and Residential Specialists of AK
22	Mr.	Andris M.	Ikstrums	3926 James Drive	Anchorage	AK	99504	907-338-3195	907-384-0939	Human Resource Manager - <i>Heavy Maintenance Company, Fort Wainwright</i> - Officer in US Army
23	Mr.	Joseph F.	Douglas	PO Box 105042	Anchorage	AK	99510	907-243-6814	NA	More Recently: Special Case Manager - <i>Covenant House Alaska, Anchorage</i> - Couseled adolescents
24	Mr.	Brian D.	McJunkin	4820 Folker Street	Anchorage	AK	99507	907-563-8024	NA	Vice President - <i>Sodexo Alaska, Inc.</i> - Food Service Industry for hospitals, homes, etc.
25	Mr.	Alan Dane	Shaver	HC 02 Box 7352A	Palmer	AK	99645	907-746-5707	NA	Most recently, Yard Foreman - <i>URES CO Construction Materials</i> - 27 yrs experience in program management, manufacturing, engineering, R&D and Tool and Die making
26	Mr.	Roger D.	Snippen	PO Box 2233	Sitka	AK	99835	907-747-1033 notice of change received 10/27/93	NA	Most recently, Commercial Fishing and Law Student since 1989. 18 years experience regarding administrative functions in the private sector and has J.D. degree.
27	Mr.	Brian	McMillan	PO Box 20462	Juneau	AK	99802	907-789-0623	907-465-2344	Appeals Officer - <i>Dept. of Revenue, Alaska</i> - Negotiates settlements or administers formal hearings of disputes involving state corp income tax. Has law degree.
28	Ms.	Sally Louise	Pytel	PO Box 1636	Soldotna	AK	99669	907-262-4702	NA	Turnaround - <i>Tesoro</i> - Roustabout for Epperheimer, Inc.
29	Mr.	William E.	Bedsworth	2560 Seine Court	Kenai	AK	99611	907-283-5312	907-262-4441 EXT 215	Auditor - <i>Kenai Peninsula Borough</i> - Has Law degree
30	Ms.	Leta L.	Simons	2575-2 Douglas Highway	Juneau	AK	99801	907-364-2653	907-465-8683	Auditor - <i>Dept. of Education, Alaska</i> - Is a CPA
31	Ms.	Sharon A.	Murray	PO Box 101425	Anchorage	AK	99510	907-243-2594 (msg)	NA	Cargo Customer Service Agent - <i>Peninsula Airways</i>
32	Ms.	Monika	Renke	5330 Revolutionary Way	Wasilla	AK	99654	907-376-3528	NA	Family Services Program Coordinator - <i>Aleutian/Pribilof Islands Assoc. Inc.</i> - manages and administers federal and state JOBS, JOBS Child Care, Child Care Community Develop. Block Grant
33	Ms.	Michelle	Nash	5740 Jordan Circle	Anchorage	AK	99504	907-337-5799	907-543-4441	Clinic Director - <i>Bethel Family Clinic</i>
34	Mr.	Gary H.	Layton	PO Box 128	Kasilof	AK	99610	907-262-6452	NA	None Currently - most recently Drill Site Maintenance Well Service Technician - <i>Alaska Petroleum Contractors Prudhoe Bay, AK</i>
35	Mr.	Chris James	Tadda	PO Box 2752	Seward	AK	99664	907-362-6427	NA	Materials Expeditor/Inventory Controller - <i>Lynden Air Freight</i> - Also, Business Developer - <i>WG Enterprises of Anchorage AK</i> - design/construct/ market properties.
36	Mr.	Alex P.	Tatum	767 Harris Street	Ketchikan	AK	99901	907-333-6718	907-333-3915	General Manager/Exec. Director - <i>Ketchikan Indian Corporation</i> - Earning Ph.D.
37	Mr.	Stephen D.	Adams	2925 Pirate Lane	Kenai	AK	99611	907-283-5911	NA	Most recently: Yard Man/Counter Sales - <i>Spennard Builders Supply, Kenai</i> - in past worked as Correctional Industries Production Manager II - <i>Wildwood Correctional Center, Kenai</i>
38	Ms.	Gwen Byington	Prewitt	12620 Saunders Road	Anchorage	AK	99516	907-345-2683	NA	Assistant Ombudsman - <i>Alaska State Ombudsman</i> - at two different times -- total of approx. 6 years
39	Ms.	Kathleen D.	Cruickshank	1004 Colonial Drive	Kenai	AK	99611-8134	907-283-3561	NA	Manager, Branch Services - <i>Great Western Chemical Co, Kenai</i>

40	Mr.	Stephen Olin	Williford	HC02 Box 7548-E	Palmer	AK	99645	907-745-1038	NA	Most recently: Computer Instructor - Valley Workshop - also was Correctional Officer II for 12 years (9/77-6/89)
41	Mr.	Randy	Paddock	1955 Persinger Dr.	North Pole	AK	99705	907-488-6941	NA	Driver/Packer - World Wide Movers - Also professional chef, baker and kitchen manager
42	Ms.	Shirley	O'Lexey	PO Box 231385	Anchorage	AK	99523	907-561-7145	NA	Auditor/Full Charge Bookkeeper/Data Entry - Adams & Associates
43	Mr.	Eduardo	Campoamor	9519 Trinity Circle	Eagle River	AK	99577	907-694-6483	NA	Most Recently: Undercover Investigator - Anchorage Police Department, Metro. Drug Enforcement Unit - Supervised paid and unpaid informants
44	Mr.	Edward	Davis	PO Box 67	Elim	AK	99739	907-890-2245		Tax Preparer - Ed's Tax Preparation Service - and other accounting services. Also helped fisherman obtain disaster relief loans from SBA
45	Mr.	Pete	Mandel	3201 Khyber Circle	Anchorage	AK	99504	907-333-4140	NA	Youth Worker on Call - Covenant House Alaska - Also Youth Counselor I on Call - McLaughlin Youth Center - Also General Operations Manager - Greater Anchorage, Inc - who worked on coordinating all aspects of Fur Rendezvous and Renaissance Festival
46	Mr.	Robert L.	Gilley	PO Box 1187	Nome	AK	99762	907-443-3699	NA	Most recently: Sampler - Martech USA, Inc - Also extensive accounting management experience
47	Mr.	C. Sean	O'Hare	3601 Raspberry #1C	Anchorage	AK	99502	907-243-5632	NA	Marketing Director - FAVCO, Inc. - a wholesale seafood distribution company
48	Mr.	Michael	Dodd	3476 Rolling Ridge Road	Lawrenceville	GA	30245	404-564-9246	NA	Security Manager - Harry's Farmers Market, Inc. - Also was Operating Executive in US Army
49	Mr.	Steven A.	Daugherty	2718 SW Beav/Hills Hwy	Portland	OR	97201	503-244-8212	NA	Currently a Law Student - Northwestern School of Law, Portland, OR - Graduation planned Dec. 1993
50	Mr.	Michael W.	Shiffer	6039 Camrose Drive	Anchorage	AK	99504	907-337-8029	907-274-8653	Vocational Rehab Counselor II - Municipality of Anchorage
51	Mr.	David W.	Killion	8020 Huckleberry Street	Anchorage	AK	99502	907-248-5874	NA	Sales Associate - A T Publisng and Printing - Also, Consultant - Alaska Research, Inc. - May not have required 3 years in Alaska. Recently earned his MBA
52	Ms.	Evelyn L.	Ferguson	PO Box 39405	Ninilchik	AK	99639	907-567-3615	NA	Presently a hairdresser - EV's Hair Place - in the past has primarily worked in the insurance industry.
53	Mr.	Thomas S.	McClellan	1425 Birchwood Street	Anchorage	AK	99508	907-277-7634	NA	Secondary Prinicipal - Lansing Michigan School District - until 1992. Does not meet required 3 years in Alaska.
54	Mr.	Kris W.	Lethin	PO Box 20589	Juneau	AK	99802	907-586-1442	907-465-3500	Legislative Liaison - Office of the Governor
55	Dr.	Lawrence J.	Maile	7847 Teton Way	North Highlands	CA	95660	916-349-0199	916-646-8308	Chief, Psychology Service - McClellan Air Force Base - Alaska resident for over 30 years
56	Ms.	Susan E.	Knighton	13300 Westwind Drive	Anchorage	AK	99516	907-345-7305	NA	Volunteer, Intake Officer - Anchorage Ombudsman's Office - From 7/87-1/91 was Director, Administrative Services, Dept. of Corrections, State of Alaska
57	Mr.	Richard J.	Brown	PO Box 1772	Soldotna	AK	99669	None provided	NA	Branch Manager - Frontier Alaska State Credit Union
58	Mr.	Michael O.	Cain	PO Box 870343	Wasilla	AK	99687-0343	907-745-2939	909-658-3726 msg	Present occupation not listed - primary work history in pharmaceutical sales. Does not meet 3 yer residency requirement

59	Mr.	Aaron H.	Morse	PO Box 2813	Kenai	AK	99611-2813	907-283-7994	NA	Most recently - VP Technical Services - <i>Walling Water Management</i> ; - Replacement resume received 11/1/93
60	Mr.	Marvin R.	Smith	19519 N. Montague Loop	Eagle River	AK	99577	907-696-2831	NA	Most recently - Director of Wing Inspections - <i>Elmendorf Air Force Base</i> - 23 years in military
61	Ms.	Elizabeth	Vazquez	5010 Seton Circle	Anchorage	AK	99508	907-337-8886	907-269-5209	Assistant Attorney General - State of Alaska, Department of Law, Anchorage
62	Mr.	Thomas L.	Crandall	PO Box 192	Unalaska	AK	99685	907-581-1365	907-581-1276	VP of Finance - <i>Ounalashka Corp.</i> - CPA
63	Mr.	Scott R.	Prinz	18336 McCrary Rd	Eagle River	AK	99577	907-694-1833	907-257-1380	Chief, Alcohol & Substance Abuse - <i>Alaska Area Native Health Service, Indian eHealth Service</i>
64	Mr.	Jon H.	Johnson	11246 Aurora Street	Eagle River	AK	99577	907-694-9017	NA	Radiographer - <i>CTI, Inc.</i> - Xrayd oil pipe lines on North Slope
65	Mr.	John Marston	Richard, Jr.	611 M Street, #3	Anchorage	AK	99501	907-343-6546	NA	Assistant Municipal Prosecutor - <i>Anchorage Municipal Prosecutors Office</i>
66	Ms.	Dorothea	Taylor	2600 St. Elias Drive	Anchorage	AK	99517	NA	907-248-1734	Educational Consultant - <i>Dorothea Taylor, Ed.D. Educational Consulting</i>
67	Ms.	Bernadean	Anslem	655 Winter Avenue	Wasilla	AK	99654	907-376-3141		Nursing Supervisor - <i>Highland Mountain Correctional Center</i> - references furnished on request
68	Mr.	Richard	Fetterhoff	PO Box 1430	Homer	AK	99603-1430	907-235-5670	NA	Owner/Operator - <i>Pioneer Inn</i> - Until 1/91 was in Atlanta GA -- may not meet 3 year requirement
69	Dr.	Judith E.	Scherer	112A Five Fingers Court	Kodiak	AK	99615	907-487-1079	NA	Principal Researcher - <i>Sitak National Historical Park</i> - PhD in Cultural Anthropology -- questionably meets residency requirement
70	Ms.	Rene' L.	Wright	PO Box 3676	Soldotna	AK	99669	907-262-1572	907-283-3129	Assistant Public Defender - <i>Public Defender Agency, Kenai</i> - Has JD Degree
71	Ms.	Cheryl A.	Walton	206 Kashaveroff	Kodiak	AK	99615	907-486-2459	907-487-2700	Front Desk Manager/Accounts Payable - <i>Buskin River Inn</i>
72	Mr.	Scott A.	Brandt-Erichsen	PO Box 110365	Anchorage	AK	99511	907-248-3131	907-343-4545	Legislative Liaison - <i>Anchorage Municipal Attorneys Office</i>
73	Mr.	Russell Dean	Shoeman	PO Box 671981	Chugiak	AK	99567-1981	907-688-4976	NA	Purchasing Agent - <i>University of Alaska, Anchorage</i> - Recently Engineering Contracts Officer - <i>City/Boro of Juneau</i>
74	Mr.	William	Hendricks	HC-33 Box 3092	Wasilla	AK	99654	907-373-0812	907-277-9418	Independent Legal Contractor/Founder - <i>Paladin Legal Services</i> - Had JD Degree
75	Ms.	Nancy	Vogel	PO Box 672334	Chugiak	AK	99567-2334	907-688-7125	907-688-2677	Current position not indicated -- may be Assistant Manager - <i>Pioneer Hotel, Fairbanks</i> - Has 20 years property management and administration experience
76	Mr.	Edward	Baldwin	353 Benny Bensen #7	Kodiak	AK	99615	907-486-2720	907-486-3433	Harbor Master - <i>City of Kodiak</i> - parttime presently. Also Supervisor of 18 enlisted personnel - <i>AK ARMY National Guard, Kodiak Detachment</i>
77	Mr.	Ray	Silvers	7817 Regal Mtn. Circle	Anchorage	AK	99504	907-333-1579	NA	Sales/Service Rep - <i>Larsson & Associates</i> - Lake Oswego, OR. Previously Owner/General Manager - <i>Advanced Property Management, Anchorage</i>
78	Mr.	Charles M.	Collins, Jr.	615 W 12th Street	Juneau	AK	99891	907-463-1535	NA	VP & Regional Service Manager - <i>Yukon Office Supply</i>
79	Mr.	Steven D.	Humburg	9560 Emerald Street	Anchorage	AK	99515	907-248-4870	907-563-7511	Hospital Chaplain - <i>Alaska Regional Hospital</i> - Also Marketing Agent - <i>Indian Valley Meats, Inc, Indian, AK</i>
80	Mr.	Richard L.	Whitbeck, Sr.	3418 Upland Drive	Anchorage	AK	99504	907-337-7199	NA	Principal - <i>R.L. Whitbeck & Associates</i> - A Private Consulting and Lobbying firm

81	Mr.	Samuel R.	Kyle	2351 Foxhall Drive	Anchorage	AK	99504	907-333-7464	NA	20 years of military service - <i>Air Force</i> - Retired. Was last Deputy Director and Chief, Recreation Support Branch Communications Consultant - <i>PTI Communications</i> - Major Accounts Consultant Police Officer - <i>Selawik Police Department</i> President/Owner/Operator - <i>Arctic Residential Research Corp.</i> - Construction design, management and maintenance company Councilman - <i>Angoon Community Association</i> - The Tribal Governing Body of Angoon. Recently City Councilman and City Treasurer for City of Angoon Most recently VP/Chief Financial Officer - <i>Debenham Electric Supply Co., Inc.</i> - Also was/is President, Board of Directors, AK Children's Services Executive Director - <i>Alaska Center for Blind and Deaf Adults</i> - Also a former State Representative Ombudsman - <i>State of Alaska</i> - Since February of 1988 Artist and Art Studio Owner/Teacher - <i>Studio One, Homer</i> Commercial Fisherman - owns a drift permit. Was legislative aide for Rep. Ivan M. Ivan in 17th legislature Owner - <i>Business Support Services</i> - Business development, accounting systems, computer software installation. Also Facilities Manager - <i>AK Court System</i> - until May 1993 Legislative Assistant - <i>Senator Ted Stevens</i> - since June 93 -- JD degree - is AK resident Deputy Director - <i>Legislative Affairs, California Transportation Commission</i> - has JD degree Admitted to AK bar in 1984 and was Commissioner, APUC, State of AK from 1976-83 Most recently Controller - <i>Alaska State Housing Authority</i> - until Jan. 1993 Law Clerk - <i>Boyko & Flansburg</i> - since June 1993 also from 5/89-8/91 worked at Exxon Valdez Command Center in Planning and Coordination during Spill Clean-up President - <i>Capo Ferro Inc.</i> - What type of business this is was not identified. Also Spearheaded "Three Barons 'Fair'" Contract Employee - <i>Phillips Petroleum Co.</i> - Processes invoices and runs water tests and gas analysis. Civil Litigation Staff Attorney - <i>Federal Deposit Insurance Corporation</i> Psychologist/Clinical Supervisor/Executive Director - <i>Sitka Mental Health Clinic</i>
82	Ms.	Diana	Wada	3605 Arctic Blvd., Box 1318	Anchorage	AK	99503	907-373-0709	NA	
83	Mr.	Charley J.	McAnally, Jr.	PO Box 63	Selawik	AK	99770	907-484-2140	N907-484-2229	
84	Mr.	Johann	Hamerski	PO Box 110371	Anchorage	AK	99511	907-345-2056	NA	
85	Mr.	Walter	Jack	PO Box 45	Angoon	AK	99820	907-788-3610 Message phone	907-788-3302 Message phone	
86	Mr.	Donald P.	Girvan	1803 Parkside Drive	Anchorage	AK	99501	907-278-1823	NA	
87	Mr.	David W.	Thompson	1715 Dolina Circle	Anchorage	AK	99508	907-338-6016	907-276-3456	
88	Mr.	Duncan C.	Fowler	PO Box 113000	Juneau	AK	99811-3000	NA	907-465-4970	
89	Ms.	Jean Marie	Steele	PO Box 48	Homer	AK	99603	907-235-3848	NA	
90	Mr.	Thomas W.	Wright	1412 Barbara Drive	Kenai	AK	99611	907-283-5378	NA	
91	Mr.	Chris	Benediktsson	PO Box 774534	Eagle River	AK	99577	907-694-2946	907-696-3737	
92	Mr.	John Foster	Wallace	1588 St. Margarets Rd.	Annapolis	MC	21401	410-757-2922	NA	
93	Mr.	Stuart C.	Hall	PO Box 100300	Anchorage	AK	99510-0300	916-731-4910	916-653-2094	
94	Mr.	Raymond G.	Morris	3510 W 31st Avenue	Anchorage	AK	99517	907-243-0453		
95	Mr.	Chad W.	Holt	PO Box 90763	Anchorage	AK	99509-0763	907-277-6847	NA	
96	Mr.	Kevin	Eakman	1823 Northwestern Ave	Anchorage	AK	99508	907-258-3343	907-276-1934 message	
97	Ms.	Sandy	Greene	PO Box 1794	Kenai	AK	99611	907-283-8401	907-776-8166 Ext 848	
98	Mr.	Joseph N.	Barcott	PO Box 101015	Anchorage	AK	99510-1015	907-338-1637	NA	
99	Mr.	Michael J.	Boyd	PO Box 1763	Sitka	AK	99835	907-747-5506	907-747-8994	

100	Mr.	Michael	Miller, Jr.	17728 Kiloana Circle	Eagle River	AK	99577	907-696-0319	NA	Postal Employee . In past has served 17 years in US Air Force and was Senior Director/Radar Communications at Elmendorf until 2/92
101	Mr.	Charles W.	McLeod, Jr.	105 Oak Drive	Fairbanks	AK	99709	907-479-6947	907-456-6232 message	Retired - most recently Deputy Director for Administration - Michigan Dept. of Public Health - until 12/91. - ? residency for three years.
102	Mr.	Albert R.	Tobin, Jr.	PO Box 100126	Anchorage	AK	99510-0125	907-274-3085	NA	Procurement Specialist - Alaska Energy Authority
103	Mr.	James K	Nantau	PO Box 101669	Amnchorage	AK	99510-1669	907-272-7393	NA	Consultant/VP - Dynmo, Inc - a manufacturer. Also President - China Alaska Assoc.- Pacific Rim Consultants
104	Mr.	Larry	Dinneen	2744 Iliamna Avenue	Anchorage	AK	99517-1216	907-243-5873	NA	Business Consultant - Resource Recovery International, Ltd. Past Port Director - Municipality of Anchorage
105	Mr.	Richard	Gazaway	1521 West 14th Ave.	Anchorage	AK	99501	907-276-8375	NA	Attorney - Richard Gazaway - Debtor/Creditor law, estate planning, tax and business law.. JD degree - Also Clerk Typist - Division of Elections - 1992-93
106	Mr.	Thomas A.	Wilson, II	2560 Banbury Drive	Anchorage	AK	99504	907-337-7123	NA	Self Employed - TAW Consulting Services - Professional Writing. Also, Two years as a regional ombudsman. Was Exec. Dir for Commonwealth North for two years
107	Ms.	Cheryl	Jebe	6520 N. Douglas Hwy	Juneau	AK	99801	907-586-2690	NA	Admin. Assistant I - AK Dept. Health and Social Services.
108	Mr.	Wadell D.	Snyder	8620 Hayes Way	Juneau	AK	99801	907-789-1013	907-465-2835	Principal - Centralized Correspondence School, Dept. of Education - Has PhD in Community College and Personnel Administration
109	Mr.	George Coleman	Wright	8516 Forrest Lane	Juneau	AK	99801	907-790-2678	NA	Bingo Manager A.N.B. Hall - Manager Bingo permit and operations. Manages all charity funding and scholarship funding
110	Mr.	Terry D.	Renner	2519 David Street	Juneau	AK	99801	907-244-0508	NA	Lobbyist /Contract Negotiator - LUST bills and Oil Companies such as Chevron, Union, Texaco, Tesoro, and Mapco
111	Mr.	Jason E.	Skala	11940 Business Blvd. #102	Eagle River	AK	99577	907-696-2225	NA	Student - Cornell University - will graduate in December 1993 - will be 22 years of age then.
112	Ms.	Lynn	Graham	PO Box 1332	Nome	AK	99762	907-443-5318	907-443-4247	Application received 11/10/93 after deadline - - postmarked November 8, 1993

REVISED and FINALIZED 11/12/93