

Critical
Strategic Plan

State Health

Labs, 1/27/94

The logo of the State of Alaska, featuring a stylized map of the state with a textured, stippled appearance.

State of Alaska

Department of Health and Social Services
Division of Public Health

Health, Education and Social Services Committee Presentation

Public Health Laboratories

STRATEGIC PLANNING PROCESS

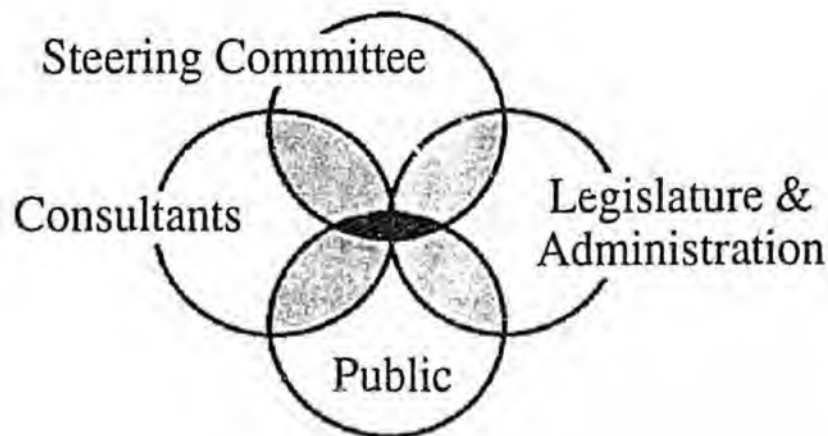
January 27, 1994

In September of 1993, the State of Alaska Department of Transportation and Public Facilities, in association with the Department of Health and Social Services hired a team of professional consultants to assist the State in developing a strategic plan for the effective provision of future public health laboratory services.

The strategic plan will provide specific recommendations regarding: the most cost effective provision of quality public health laboratory services in Alaska; recommend strategies to improve operational effectiveness; position the laboratories for future growth; and align operational and fiscal goals. The State has emphasized the need for a comprehensive, fair, objective and open analysis of the issues of centralization, consolidation, co-location and privatization as they relate to the current and future structure of the public health labs.

The strategic planning process has been guided by the Steering Committee and has been punctuated with a series of one day workshops where the consultants present findings and recommendations to the Steering Committee for review, comment, and direction.

The final strategic planning workshop was held in Juneau on January 26. Representatives from the public, legislature and administration and others joined the consulting team and Steering Committee in considering the findings and recommendations resulting from the 15 week study; developing specific recommendations for short-term and long-term strategies; identifying optimum organization structure to ensure cost effective provision of quality public health lab services; developing a comprehensive understanding of costs associated with reorganization options; and establishing an implementation plan to proceed forward with strategic plan recommendations.





Steering Committee Meeting No. 4

AGENDA

Alaska Office Building, Room 123
Juneau, Alaska

January 26, 1994

SESSION #1

8:30 am - 9:30 am

The Public Health Laboratories Strategic Plan Study critically and thoroughly analyzed issues encompassing revisions of the Public Health Laboratory system.

Role of Public Health

We reviewed the role of Public Health to determine how the Public Health Laboratories support the Division.

Role of the Public Health Laboratories

We reviewed the role of Public Health Laboratories to give our research a basis for analysis.

Current Status of the Public Health Laboratories

We reviewed the existing services, operations, and facilities of the Public Health Laboratories to establish a baseline of current conditions for analysis.

Other Studies of the Public Health Laboratories

We reviewed all previous studies of the Alaska Public Health Laboratory system as a foundation for further study.

Interviews with Users of the Public Health Laboratories

We interviewed Public Health Laboratory users to assess perceptions and identify clients' needs and priorities.

Discussion/Comments/Recommendations/Further Actions

SESSION #2

9:45 am - 10:45 am

The Public Health Laboratories Strategic Plan Study includes understanding the laboratory activities of other State of Alaska agencies and identifying opportunities for co-locating Public Health Laboratories with other agency laboratories and compatible functions.

Other State Agencies with Laboratory Operations

We interviewed laboratory directors of other state agencies and reviewed previous studies to identify opportunities to co-locate the Public Health Laboratories with those of other State agencies, operations, or facilities.

Medical Examiner/State Morgue Program Requirement

The Medical Examiner/State Morgue program could successfully be co-located with the Public Health Laboratories program.

Discussion/Comments/Recommendations/Further Actions



Steering Committee Meeting No. 4

AGENDA

Alaska Office Building, Room 123
Juneau, Alaska

January 26, 1994

SESSION #3

11:00 am - 12:00 Noon

Through a critical analysis, the Public Health Laboratories Strategic Plan Study developed restructuring options to make the Public Health Laboratory system even better.

Privatization Opportunities

The Public Health Laboratories have already begun to privatize by implementing the Fee for Services program.

Service Level Improvements

The Public Health Laboratory services must continue to evolve to address the changing environments of disease, advancements in laboratory technology, and shifting demands of its users.

Consolidation Options

Consolidation of the three Public Health Laboratories into two facilities provides an opportunity for improving efficiency in service and cost.

Centralization Options

Centralization of the three Public Health Laboratories into one facility provides the greatest opportunity to improve efficiency in service and cost.

Site Selection Criteria for Options

The Public Health Laboratory Strategic Plan identified criteria for selecting the most cost effective site or sites for a consolidated or centralized option.

Discussion/Comments/Recommendations/Further Actions

SESSION #4

1:00 pm - 2:00 pm

The Public Health Laboratories Strategic Plan Study includes a detailed financial analysis that demonstrates the cost benefits of each restructuring option.

Financial Analysis of the 1992 Allocated Costs for Operating the Existing Laboratory Structures

We established a financial baseline by using 1992 allocated costs of the laboratory operations to evaluate the cost benefits of the restructuring options.

Financial Analysis of the Options

We calculated 20-year cost forecasts for operating and capital-cost expenditures for each option.

Discussion/Comments/Recommendations/Further Actions

SESSION #5

2:15 pm - 3:00 pm

What happens next? The information collected by the Public Health Laboratories Strategic Plan consulting team points to future steps in the planning process.

Recommendations of the Steering Committee

Implementation Plan

Other Studies of the Public Health Laboratories

We reviewed all previous studies of the Alaska Public Health Laboratory system as a foundation for further study.

- We examined reports and papers from studies conducted between 1985 and 1993.

Alaska Public Health Laboratories Studies		
<i>Date of Report or Paper</i>	<i>Subject</i>	<i>Author</i>
September 1985	Plan for a lab facility to integrate all state environmental health and chemistry activities	Center for Disease Control for the State of Alaska
December 1985	Examine the Alaska Public Health Laboratories' capacity needs	Dr. W.I. Hausler for the State of Alaska
March 1988	Feasibility of contracting for laboratory service in Southeast Alaska	Southeast Regional Laboratory Evaluation Committee
January 1991	Status of Public Health Laboratories	Division of Public Health, Section of Labs for the new Commissioner of DHSS (Briefing Paper)
September 1991	Options for the Public Health Laboratories and privatization of laboratory services	Public Health Laboratories Staff (Draft Report)
October 24, 1991	Overview of Public Health Laboratories operations, services, and budgets	Memorandum from Chief of the Public Health Laboratories to Linda J. Snow, Legislative Analyst
January 3, 1992	Consolidation of Alaska's Public Health Laboratories	Linda J. Snow, Legislative Analyst*
February 12, 1992	Budget request for a central laboratory feasibility study and planning, supported by a budget reduction analysis	Memorandum from the Director, Division of Public Health, to the Commissioner of DHSS
April 9, 1993	Options and supporting information for consolidating the Juneau Public Health Laboratory with the Dept. of Environmental Conservation laboratory in Juneau	Memorandum from the Director of Public Health to the Commissioner of DHSS
April 16, 1993	Recommendations for the Juneau Public Health Laboratory	Office of Biosafety, for Center of Disease Control (Draft Report)
May 26, 1993	Evaluation of the condition of the Public Health Labs	AHSC Consultants
September 29, 1993	Recommendation for reorganizing the Public Health Laboratory serves to address health and safety issues and cost-effectiveness	Public Health Laboratories Staff Report
October 5, 1993	Immediate Upgrades Plan	Memorandum from the Director of Public Health to the Commissioner of DHSS

Role of Public Health

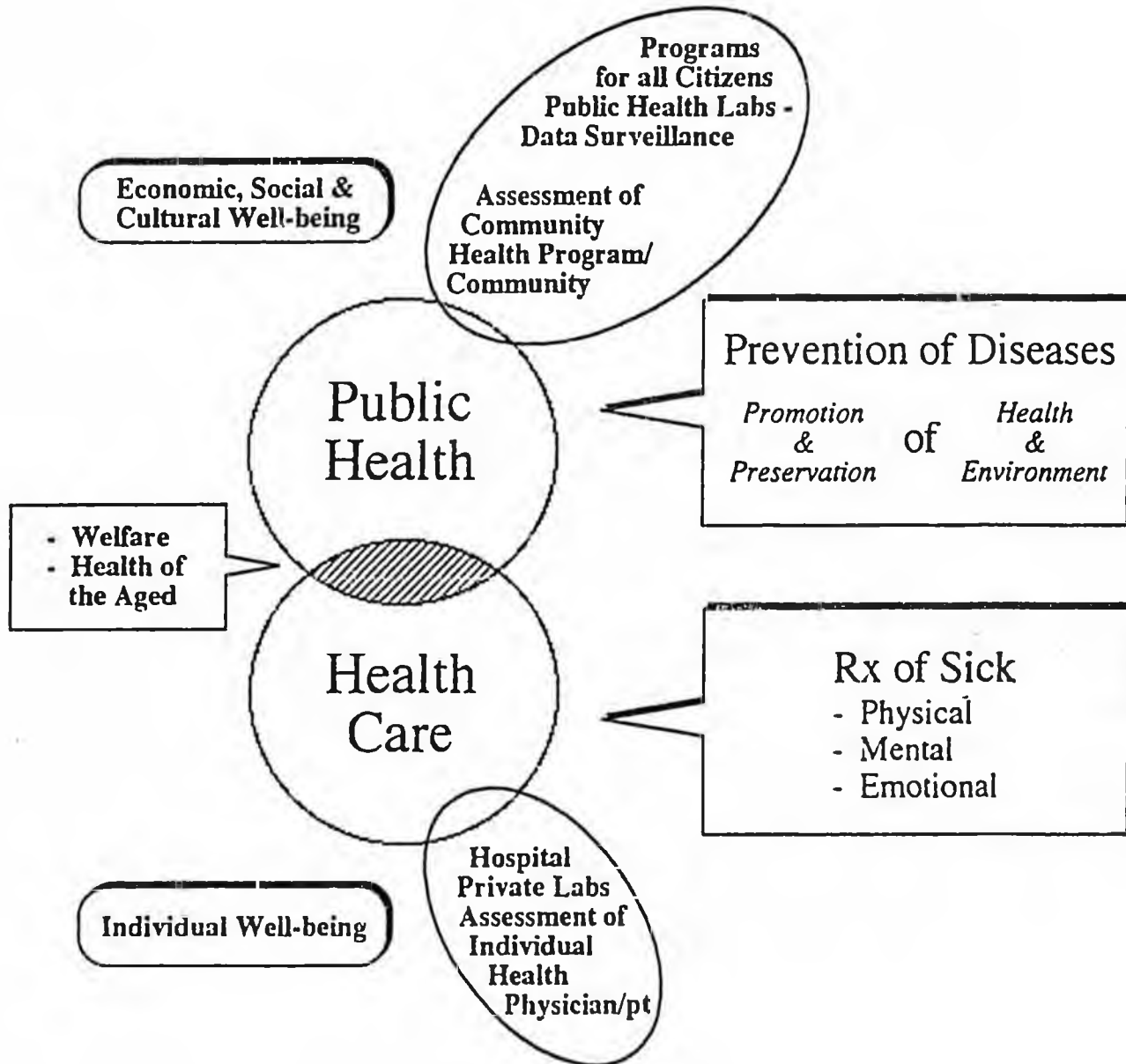
- Public Health assesses the community's health by identifying needs, analyzing problems (assessment), monitoring and forecasting trends (policy development), researching, and evaluating outcomes (assurance).
- Assessment
 - Assess the health needs of the community.
 - Investigate the occurrence of health effects and health hazards in the community.
 - Analyze the determinants of identified health needs.
- Policy Development
 - Advocate for public health, build constituencies and identify resources in the community.
 - Set priorities among health needs.
 - Develop plans and policies to address priority health needs.
- Assurance
 - Manage resources and develop organizational structure.
 - Implement programs.
 - Evaluate programs and provide quality assurance.
 - Inform and educate the public.
- Through a community approach, the Public Health Laboratories produce information used by Public Health to assess the population's well-being.
- The Public Health Laboratories are used by Public Health to
 - support disease surveillance activities.
 - assess the adequacy of treatment for infectious and chronic diseases.
 - develop more sensitive methods for the detection of preventable illnesses.
- National health objectives for the year 2000 require support from the Public Health Laboratories.

Goals for the future include the following:

- Reduce environmental health hazards
- Prevent and control AIDS and HIV
- Prevent and control sexually transmitted diseases
- Improve maternal and child health
- Prevent, detect, and control high blood-cholesterol and high blood-pressure
- Prevent, detect, and control cancer
- Prevent, detect, and control other chronic diseases and disorders

Role of the Public Health Laboratories

Public Health vs. Health Care

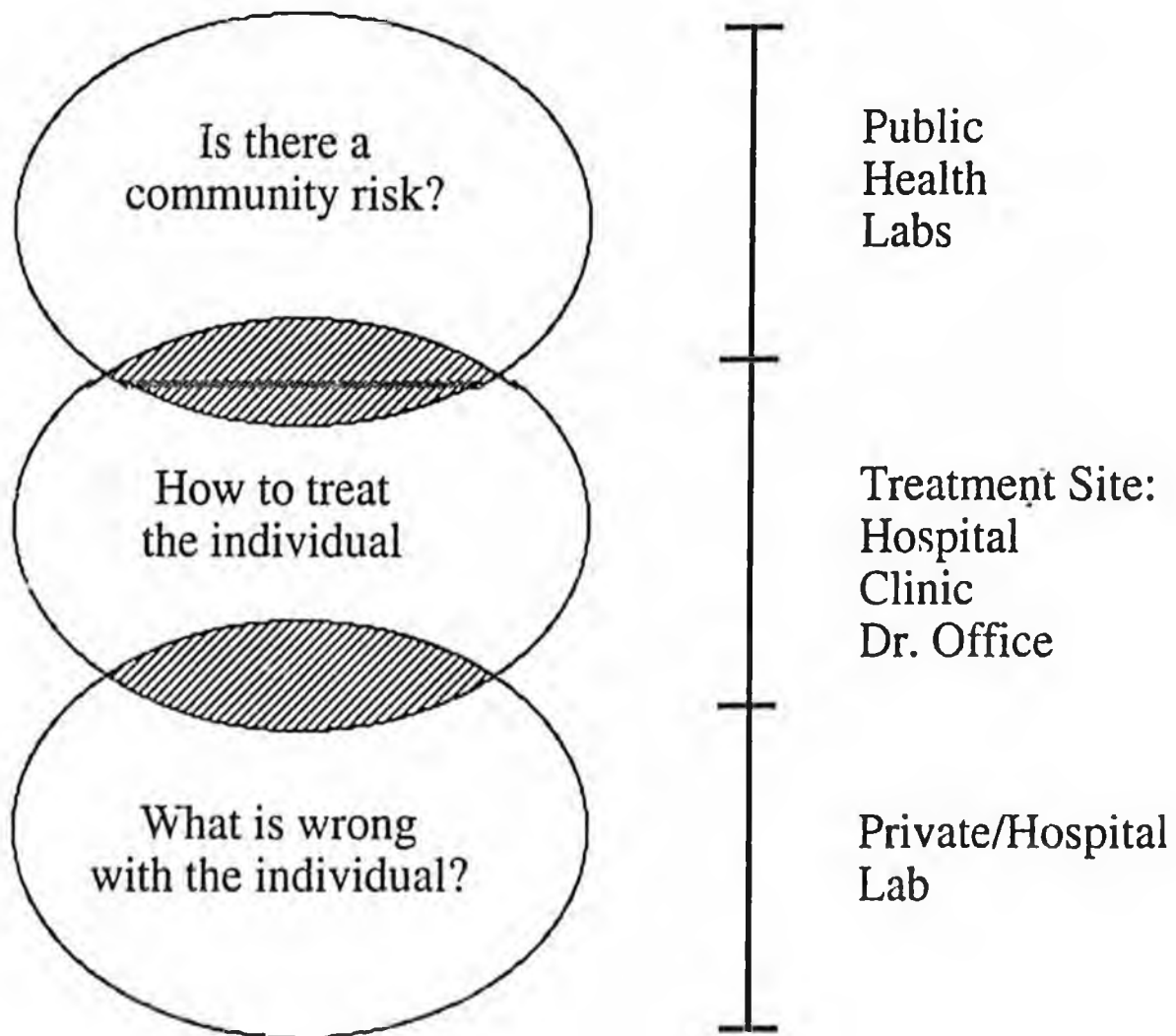


Role of the Public Health Laboratories

- As stated in its 1994 Management Plan, the Section of Laboratories sees its mission as
"... [providing] analytical and technical laboratory information in support of state Public Health programs and [assuring] the quality of all laboratory services through training, consultation and reference activities."
- At the Public Health Laboratories, the actual test result represents only part of what we pay for. Hidden benefits include assuring the health of the local population and the nation as a whole.
- The Public Health Laboratories assesses health by detecting or documenting infections:
 - Recognize trends
 - Detect clusters of infection
 - Recognize unusual subtypes of etiologic agents
 - Provide surveillance for antimicrobial resistance
- The Public Health Laboratories help develop policies for any issue that involves laboratory use. The Public Health Laboratory chief and his or her staff consult on:
 - requirements for laboratory tests
 - selection of appropriate tests and their cost-effectiveness
 - test sensitivity and specificity
 - technical interpretation
- In developing new policies or programs, laboratory personnel also provide advice about technology application and research opportunities, capabilities, needs, and strategies.
- Epidemiology and laboratory personnel work together to provide the highest quality and quantity of assessment. Their combined talents improve the capabilities of the laboratory in achieving its public health mission and in developing its assessment strategies.

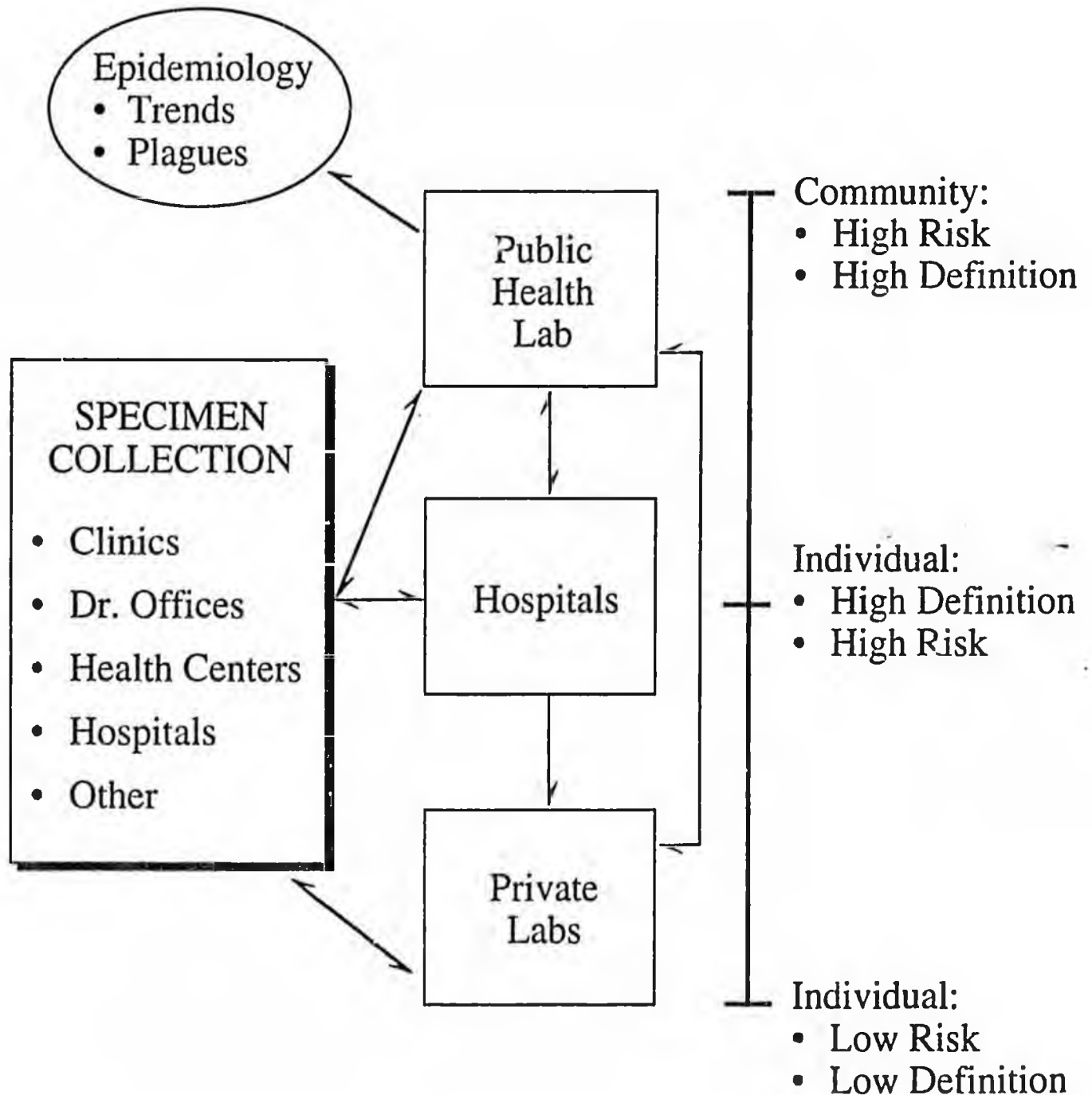
Role of the Public Health Laboratories

Public Health Laboratory: Role in Community Medicine



Role of the Public Health Laboratories

Public Health Laboratory: Specimens



Current Status of the Public Health Laboratories

Currently, each laboratory facility faces serious problems. All labs occupy leased space and require significant expenditures to solve safety and efficiency problems.

- Alaska's Public Health Laboratories provide testing in
 - Bacteriology
 - Immunology
 - Virology
- Alaska's unique environment, demographics, and seasonal tourist industry challenge Alaska's public health system in ways that other public health systems are not.
 - Tuberculosis and Hepatitis continue to threaten the rural Alaska communities
 - Tourists from all over the world introduce new parasites, viruses, and microorganisms

The Alaska Public Health Laboratories must monitor these trends.

- We evaluated the productivity of three other state laboratories with similar scopes of service to the Alaska Public Health Laboratories. For the total laboratory staff, comparisons show that productivity of Alaska's Public Health Laboratories is average, or slightly lower, because of duplication in the clerical and support staff required to run three laboratories. For technical staff alone, our Public Health Laboratories are superior to other states in productivity.
- Alaska's Public Health Laboratories perform at a high level of efficiency and may be slightly understaffed for current workload and structure.

Current Status of the Public Health Laboratories

Alaska Public Health Laboratories Services Offered			
<i>Service:</i>	<i>Laboratory Location</i>		
	<i>Juneau</i>	<i>Anchorage</i>	<i>Fairbanks</i>
General and Reference Bacteriology	x	x	
Gonococcal Culture and Identification	x	x	
Mycology	x		
Parasitology	x	x	
Cholera Testing	x	x	
Water Bacteriology	x		
Syphilis Serology	x	x	
Vaccine Distribution	x		
Tuberculosis Susceptibility and Genetic Probes*	x	x	
Syphilis Fluorescent Antibody Testing*		x	
Limited Chlamydia Testing via Probes	x	x	
Viral Culture & Diagnosis - Enteric, Central Nervous System, Respiratory, Exanthem*			x
WHO Influenza Monitoring			x
Viral Serology - Respiratory, Prenatal Assessment			x
HIV and Other Retrovirus Testing*			x
Lay Vaccination Training*			x
Hepatitis A, B, and Other *			x
Rabies			x
Training	x	x	x
Food Outbreak Bacteriology	x	x	

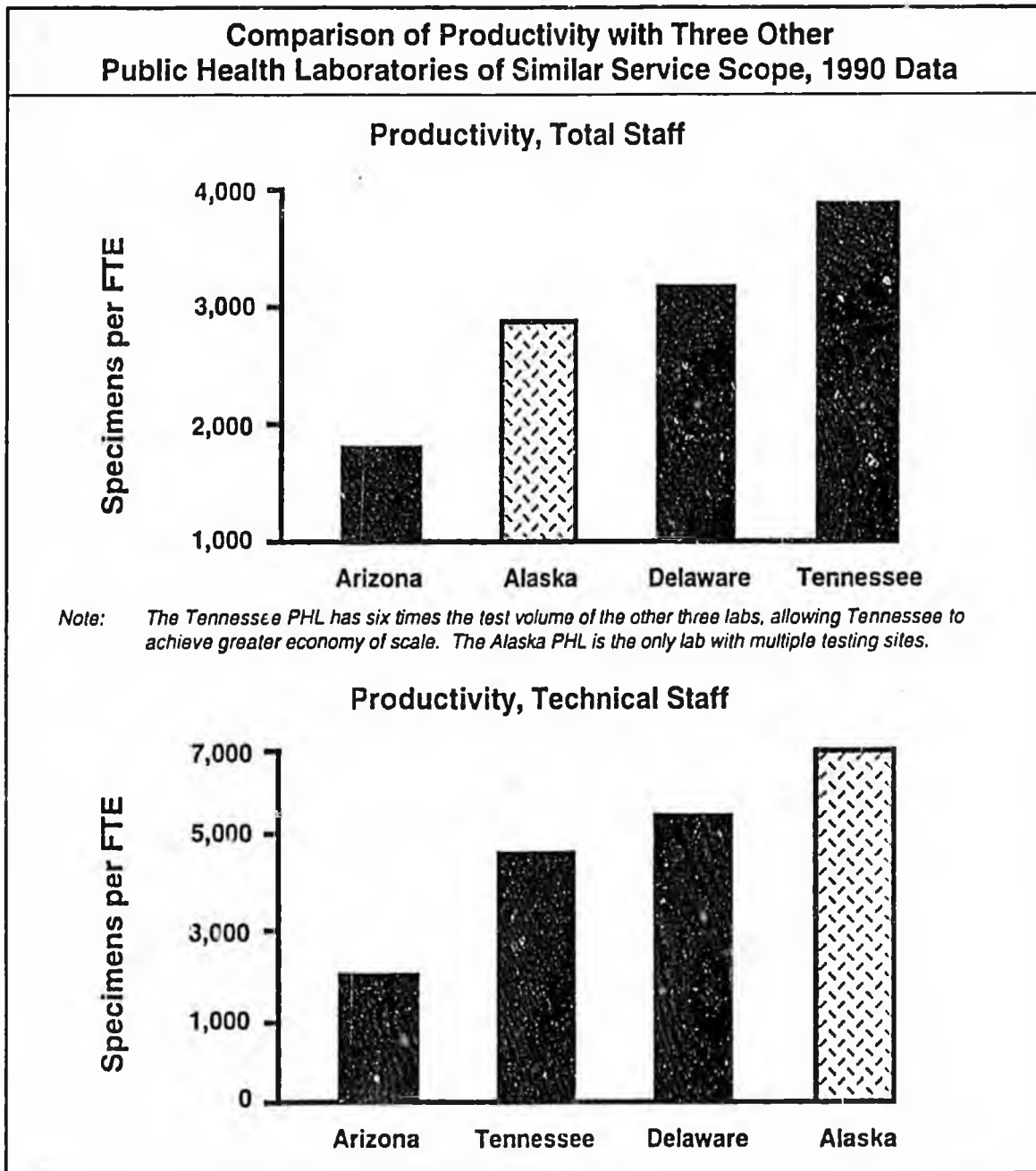
* Statewide Function

Facility Summary Alaska Public Health Laboratories - January 1994			
<i>Laboratory Location</i>	<i>Juneau</i>	<i>Anchorage</i>	<i>Fairbanks</i>
Year Founded	Late 1930's	1939	1948
Year in Present Facility	1971	1962	1980
Total Square Footage	5,460	8,100	5,255
<i>Current Space Allocations (in Square Feet)</i>			
Laboratory	1,870	5,100	1,715
Clerical	300	570	1465 ^a
Support	670	855	845
Other ^b	1,643	1,200	1,000
^a Includes space for computer equipment.			
^b Includes animal quarters, lobby, break-room, storage, training lab.			

• Currently, 37 full-time-equivalent (FTE) personnel staff the three laboratories.

	<i>FTEs (Current)</i>
Chief	1
Technical Staff	18
Lab Assistants	9
Clerical and Support Staff	7
Chief's Staff	2
Total	37

Current Status of the Public Health Laboratories



Privatization Opportunities

- **Total privatization is not recommended. There are no examples of any state totally privatizing their public health labs:**
 - Who assumes advocacy for the public's health?
 - Who raises concerns in the public's interests?
 - Who is alert to solving a previously unrecognized problem?
- Total privatization means that
 - the State loses access to critical information.
 - private laboratories would have to perform additional tests and uncompensated investigations, something they are not likely to agree to.
- Private laboratories support Public Health:
 - Newborn screening
 - Pap smears
 - Western blot tests
 - Blood-lead tests
- Private laboratories assume the services that Public Health Laboratories have to drop because of program reduction, changes in technology, and improved capabilities of private laboratories.
- The Fee for Services program for Public Health Laboratory services decreases the state government's financial participation and allows private sector labs the opportunity to compete for services.
- The Fee for Services program allows the State to have continued access to those tests the Public Health Labs perform.

Consolidation Options

Consolidation of the three Public Health Laboratories into two facilities provides an opportunity for improving efficiency in service and cost.

- Through consolidation, all Public Health Laboratory testing functions and workload are divided between two facilities. Test procedures are not duplicated between the sites.
- Our analysis of consolidation assumes that test volumes will increase by 2% annually from 1993 levels. But test volumes may decrease significantly if the Public Health Laboratories adopt a Fee for Service program that costs more than commercial laboratory fees. Test volumes could increase by more than 2% if there were a significant population increase (none is projected in this study), the scope of service were expanded (no major changes in scope are projected), and/or major infectious disease outbreaks occurred in the State.
- By eliminating duplication in testing and clerical tasks, consolidation allows staff reductions from 37 full-time equivalents (FTEs) to 35 FTEs. More staff may need to be added, however, to initiate laboratory billing if a Fee for Service program is adopted.
- Consolidation makes more efficient use of
 - equipment
 - facility space
 - computers
 - office and technical supplies
 (Even after consolidation, some duplication still exists)
- The following services are already consolidated in the labs:
 - Virology in Fairbanks
 - Tuberculosis Testing will be in Anchorage
- Full-time-equivalent (FTE) personnel for the centralized laboratory model.

	<i>FTEs (Projected)</i>
Chief	1
Technical Staff	18
Lab Assistants	8
Clerical and Support Staff	6
Chief's Staff	<u>2</u>
Total	35

- The consolidation option requires that a new facility be constructed.

Consolidation Options

Consolidation of the three Public Health Laboratories into two facilities provides an opportunity for improving efficiency in service and cost.

- The consolidation option replaces an existing lab with a new facility.

Consolidated Option Lab Model Capital Cost for New Facility	
A. CONSTRUCTION	\$ 6,665,000
Assumes 1.5 ac site development * with 16,436 sf Lab Facility single story bid in 1995. (No Virology lab.)	
B. EQUIPMENT	\$ 1,666,000
Assumes 25% of construction budgeted for equipment (new), included group II and furniture.	
C. CONSULTANTS	\$ 1,166,000
Includes A & E, PM, specialist consultants. Assumes 17.5% of construction.	
D. PROJECT ADMINISTRATION	\$ 466,000
Assumes 7% of construction budgeted for state agency administration of project.	
E. PROJECT CONTINGENCY	\$ 697,000
Assumes 7% of total project cost (A-D) to address risk of bid results and changes during construction.	
TOTAL PROJECT BUDGET	<u>\$ 10,660,000</u>
* Note: Land cost is considered to be \$0 based on use of state owned property.	

Centralization Options

Centralization of the three Public Health Laboratories into one facility provides the greatest opportunity to improve efficiency in service and cost.

- Centralization of all Public Health Laboratory testing functions into one facility provides adequate space for new technology, laboratory training activities, and other program growth.
- The centralized model assumes that test volumes will increase by 2% annually from 1993 levels. Test volumes could significantly decrease if a fee schedule comparable to or higher than commercial laboratory fee schedules were initiated. Test volumes could increase by more than 2% if there were a significant population increase (none is expected), the scope of service were expanded (no major changes in scope are projected), and/or major infectious disease outbreaks occurred in the State.
- The centralized laboratory requires fewer staff because the duplication in testing and clerical tasks between the three laboratories is eliminated. Thus, projected staffing is reduced from 37 full-time equivalents (FTEs) to 31 FTEs. These staffing projections do not include any additional staff required to initiate laboratory billing.
- Centralization allows for more efficient use of resources and equipment, facility space, personnel, computerization, and office and technical supplies. Centralization of testing allows the laboratory to purchase state-of-the-art automated equipment which can be shared by several testing disciplines. This results in increased cost-effectiveness and higher productivity.
- The centralized laboratory facility meets all regulatory biological, fire, and other safety standards.

Centralization Options

Centralization of the three Public Health Laboratories into one facility provides the greatest opportunity to improve efficiency in service and cost.

Facility Summary Centralize Laboratory	
<i>Projected Space Requirements (in Gross Square Feet)</i>	
Laboratory	12,500
Clerical	2,650
Support	3,480
Other	<u>3,670</u>
Total Square Footage	22,300

- Full-time-equivalent (FTE) personnel for the centralized laboratory model.

	<i>FTEs (Projected)</i>	<i>FTEs (Existing)</i>
Chief	1	1
Technical Staff	18	18
Lab Assistants	6	9
Clerical and Support Staff	4	7
Chief's Staff	<u>2</u>	<u>2</u>
Total	31	37

Centralization Options

Centralization of the three Public Health Laboratories into one facility provides the greatest opportunity to improve efficiency in service and cost.

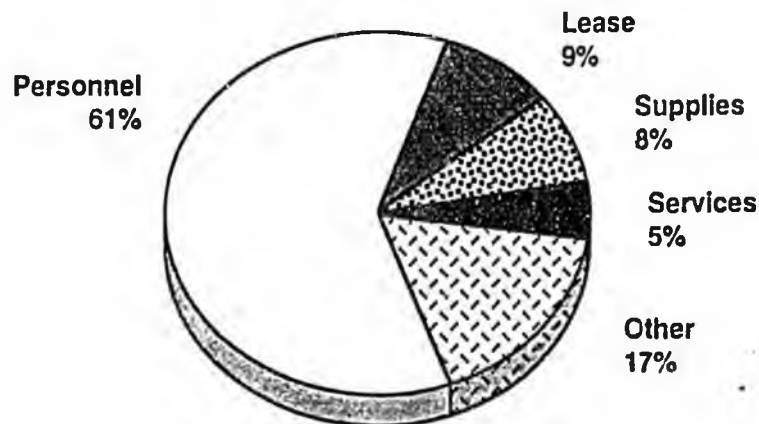
Centralized Option Lab Model Capital Cost for New Facility	
<p>A. CONSTRUCTION</p> <p>Assumes 1.5 ac site development * with 22,323 sf Lab Facility single story bid in 1995.</p>	\$ 8,555,000
<p>B. EQUIPMENT</p> <p>Assumes 25% of construction budgeted for equipment (new), included group II and furniture.</p>	\$ 2,139,000
<p>C. CONSULTANTS</p> <p>Includes A & E, PM, specialist consultants. Assumes 17.5% of construction.</p>	\$ 1,497,000
<p>D. PROJECT ADMINISTRATION</p> <p>Assumes 7% of construction budgeted for state agency administration of project.</p>	\$ 599,000
<p>E. PROJECT CONTINGENCY</p> <p>Assumes 7% of total project cost (A-D) to address risk of bid results and changes during construction.</p>	\$ 895,000
TOTAL PROJECT BUDGET	<u>\$ 13,685,000</u>
<p>* Note: Land cost is considered to be \$0 based on use of state owned property.</p>	

Financial Analysis of the 1992 Allocated Costs for Operating the Existing Laboratory Structures

We established a financial baseline by using 1992 allocated costs of the laboratories operations to evaluate the costs of the restructuring options.

- We allocated all 1992 costs of the Public Health laboratories, including administrative costs and labor fringe benefits, among the following:
 - functional disciplines (bacteriology, virology, and immunology)
 - Individual laboratories and the central administration of the chief
 - Objects, such as labor, rent, and supplies
- We identified and isolated one-time charges.

Allocated Costs by Object (1992)



**Allocated Costs by Object
\$ in Thousands (1992)**

<i>Expense Object</i>	<i>Amount</i>
Personnel	\$ 2,113.22
Travel	14.14
Services	169.42
Supplies	287.48
Equipment	9.71
Building Lease	327.95
Depreciation	25.63
Courier Service	28.70
Janitorial	5.65
Medical Waste Service	10.95
Other *	483.78
Total	\$ 3,476.63

* Includes \$300.00 for Central Administration Info and Billing System

The Public Health Laboratories Strategic Plan Study includes a detailed financial analysis that demonstrates the comparative costs of each restructuring option.

Financial Analysis of the Options

We calculated 20-year cost forecasts for operating and capital expenditures for each option.

- Trendline estimates for 1993 to 2012 cover a post-construction period of more than 15 years.
- Trendline estimates cover division-wide operating costs by object, and capital costs for each of four options.
- Operating costs include labor, rent (if any), travel, supplies, janitorial services, courier, and other.
- Capital costs include debt service that assumes a 50-year life for new facilities and a 5.5% interest rate, and a renewal and replacement reserve that represents the economic cost of depreciation.

• **Accumulated Total Cost Differentials Estimate:
Savings Compared to Status Quo (in 1995 Dollars)**

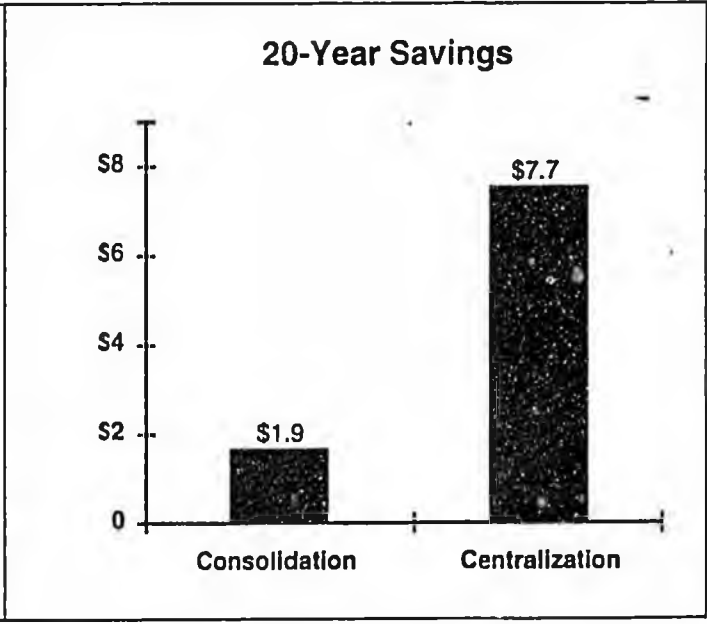
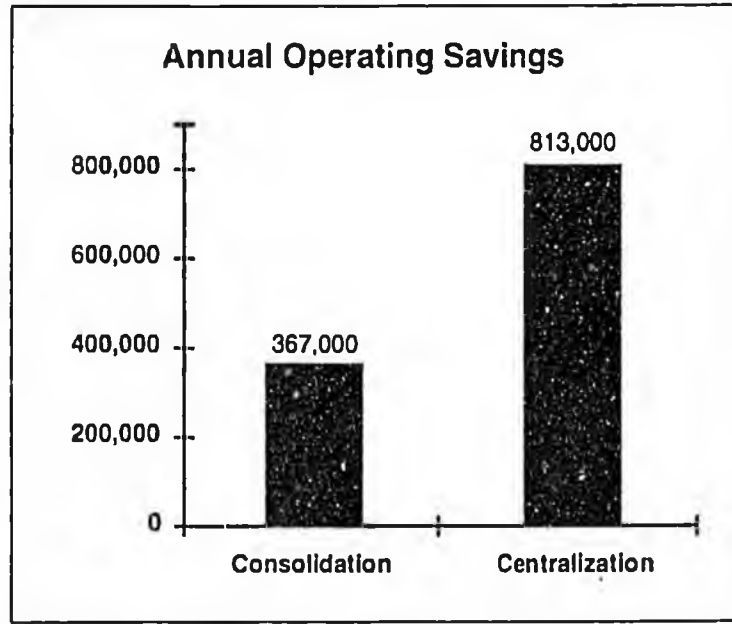
Status quo	0
Consolidated Option	\$1.9 Million
Centralized Option	\$7.7 Million

• **Annual Operating Cost Differentials Estimate:
Savings Compared to Status Quo (in 1998 Dollars)**

Status quo	0
Consolidated Option	\$367 Thousand
Centralized Option	\$813 Thousand

The Public Health Laboratories Strategic Plan Study includes a detailed financial analysis that demonstrates the comparative costs of the consolidation and centralization options.

Summary of Cost Estimates			
	Total Cost 1995-2012	Annual (1998) Operations	Capital & Operations Annual (1998) Total
Status Quo	75,409,000	3,891,000	4,841,000
Consolidation Option (Difference) (% Difference)	73,546,000 1,863,000 (2.5%)	3,524,000 367,000 (9.4%)	4,699,000 142,000 (2.9%)
Centralization Option (Difference) (% Difference)	67,706,032 7,703,000 (10.2%)	3,078,000 813,000 (20.9%)	4,277,000 564,000 (11.7%)



Other State Agencies with Laboratory Operations

We interviewed laboratory directors of other state agencies and reviewed previous studies to identify opportunities to co-locate the Public Health Laboratories with those of other State agencies' operations or facilities.

- Through several departments, the State operates six major laboratories:
 - **Department of Health and Social Services:** Public Health Laboratories in Anchorage, Fairbanks, and Juneau.
 - **Department of Environmental Conservation:** Environmental health Laboratories in Palmer and Juneau.
 - **Department of Public Safety:** Scientific Crime Detection Laboratory in Anchorage.
- The state operates several minor laboratories through the following agencies:
 - Department of Natural Resources
 - Department of Commerce and Economic Development
 - Department of Transportation and Public Facilities
 - Department of Fish and Game
- The University of Alaska oversees several laboratory facilities designed for research, training, and teaching. The University also hopes to construct an Animal, Genetic Engineering and Biotechnology Resources building on the Fairbanks campus toward the end of the decade.
- The DEC and the DHSS discussed co-locating their laboratory facilities in Juneau. No agreement was reached. The DEC has developed other co-location candidates.
- The Scientific Crime Detection Laboratory manager wants to investigate co-locating operations facilities with the Public Health Laboratory in Anchorage.
- Since 1985, studies have evaluated the idea of consolidating Alaska's state-operated labs, as well as evaluating the experiences of other states that have consolidated labs.

Medical Examiner/State Morgue Program Requirements

The Medical Examiner/State Morgue Program could successfully be combined with the Public Health Laboratory program.

- The Scientific Crime Detection Laboratory in Anchorage currently houses the State Morgue.
- The demand for State Morgue services far exceeds the capacities of the crime lab facilities; health and safety violations may result.
- State Morgue laboratory activities complement those of the Public Health Laboratories.
- The State Morgue program must accommodate 750 bodies per year which requires 3,600 square feet of specialized space.

State Morgue Facility Requirements			
<i>Element</i>	<i>Unit Area (SF)</i>	<i>No. of Spaces</i>	<i>Total Area</i>
Aulopsy Room	500	1	500
Ante Room	150	1	150
Body Holding	340	1	340
Body Lift	40	1	40
Lockers	70	1	70
Dressing Rooms	40	2	80
Toilet & Shower Room	80	2	160
Housekeeping	40	1	40
Offices:			
Chief Pathologist	120	1	120
Assoc. Chief Pathologist	100	1	100
Assistants	60	3	180
Clerical	60	2	120
Supply Storage	160	1	160
Specimen Storage	140	1	140
Records & X-Ray	100	1	100
Waiting Room	150	1	150
Consulting Room	100	1	100
Coat Closets	20	2	20
Sub Total			2,570 NSF
Gross Factor (40%)			1,030
Total Gross Square Feet			3,600 GSF



Official Business

COMMITTEE:

House HESS Committee

DATE: 1/27/94

SIGN-IN

Subject of meeting:

CONSOLIDATION OF PUBLIC HEALTH LABORATORIES

NAME	ADDRESS - Include ZIP	PHONE	(Include Title) REPRESENTING	If testifying, specify bill
NOLA WATSON	117 S. MAIN ST SEATTLE WA 98104	206 624-5300	DOT # MCHLAW & COPENHAGEN	NO
Katherine Kelly	347 S. Flores Rd, White CA	(404) 457-6221	Centers for Disease Control	NO
Roger Neal	P.O. Box 196900 Anchorage 99512	206-1680 347-75	DOS & RF	No
Martina Robbins	203 N La Salle Chicago IL 60601	312- 701-6422	Compress & Hybrid	
Rae Tanaka	9441 North Star Dr Anchorage 99576	346-2044	SPH Lab - Anchorage	NO
Sheryl Harford	5997 North Street JUNEAU AK 99801	780-5843	SPH LAB - JUNEAU	NO
Larry Sullivan	6021 W 15th Ave Anch 99501	299-8745	HEAVY INT.	NO
Joe Kotts	P.O. Box 60230 FAKS 99746	474-7017	SUL	176
NEWCOMB CUNSE	P.O. Box 110620	465-3037	CHIEF OF FACILITIES FOR DEPT OF HEALTH & SOCIAL SERVICES	
NAKAMURA, PETER	Juneau			✓

