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100:8

ALASKA
CENTER FOR
INTERNATIONAL
BUSINESS

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

1013

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SECTION I, Programmatic Review

1. What is your organization's international mission?

ACIB Mission Statement

The mission of the Alaska Center for International Business is to facilitate the development of business relations between Alaska and other nations of the world, with an emphasis on Pacific Rim and circumpolar nations, thus helping to diversify and expand the economic base of Alaska through international trade. The Center accomplishes this mission through research, instruction, and service to the public. The Center may operate other organizations whose activities are consistent with the international goals of the University of Alaska Statewide System. The following objectives have been identified that allow ACIB to fulfill its mission.

1. Conduct and disseminate applied economic and business research on Alaska's industries, their markets, relevant policies, and international trade flows to increase the competitiveness of Alaskan companies in global markets.
2. Provide information on Alaska's industries, their markets, relevant policies, and international trade flows to create a more informed climate for making business and policy decisions relating to Alaska's international trade.
3. Provide information-related services to the public to facilitate the development of Alaska's role in international trade and business within the Pacific Rim and circumpolar regions.
4. Assist in the development of knowledge in the field of international business through the delivery of courses, seminars, and other instructional mediums.
5. Contribute to the advancement of curriculum in Pacific Rim trade, business, politics, and cultures at educational institutions within Alaska, particularly the University of Alaska Anchorage and other branches of the University of Alaska System.

Major functions of ACIB include teaching international business courses in the degree programs of the UAA School of Business; operating a fisheries program that monitors market developments worldwide; operating a data base and distributing information to the public on Alaska's key natural resources, airfreight activity, and business trends and opportunities in the Russian Far East; investigating new markets for Alaska service companies; providing seminars and counseling on international business topics.

2. How does this mission benefit Alaskans?

The mission provides businesses and agencies with information that is central to their business plans, loan proposals and decisions influenced by global competition. It helps individuals, firms and organizations to operate effectively and profitably in the global marketplace by educating them about global business, and by providing them with information about opportunities and barriers.

The mission also helps UA to develop the institutional capabilities needed to teach students about global issues and business practices.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

AS 14.40.087

CSSB 219 (I.T.)

4. What is your parent organization? (Department of Commerce, University, etc.)

University of Alaska

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

There are no political or board appointments at ACIB.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. ACIB conducts targeted research on specific marketing and business problems and opportunities.

B. ACIB monitors Alaska's overall export performance (as measured by \$ and by quantity of units exported) and monitors Alaska's market share in key markets for key products. ACIB's database also maintains trade statistics for key partner countries, giving a complete picture of the global market.

C. ACIB works to increase the international capabilities of UA by attracting grants and serving as a catalyst for cooperative activities.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

The Alaska House Research Agency occasionally conducts market research on topics under consideration by the Legislature. The Alaska DCED and DCRA contract out research but they typically do not conduct research.

The US Department of Commerce supplies standardized market research conducted by its foreign offices. This research is rarely conducted from an Alaska perspective, which limits its utility by Alaska organizations.

The Alaska Office of International Trade purchases an annual quantitative profile of Alaska's exports. The data in this profile is not as detailed as ACIB's (e.g. fish exports vs. red salmon fillet

exports), which limits its usefulness. Also the OIT profile is updated annually while ACIB's is updated monthly.

Through ACIB's contract with the UAA World Trade Center Alaska, the WTC conducts information services and seminars for the public. This is not a duplication because these activities are coordinated with, and paid by, ACIB.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities? Please identify here and attach to your response.

ACIB is required by statute to report annually to the Legislature on financial and program activities. Two such reports are attached.

Additionally, as part of UA's Program Assessment, ACIB was required to report for a comprehensive program audit. A copy of ACIB's assessment is attached. (UA Program Assessment was conducted to help UA focus its activities and in declining budget environment. The UAA Chancellor recommended that ACIB receive a \$94,000 budget enhancement.)

ACIB Activity Report FY'94	Attachment 1
ACIB Activity Report FY'93	Attachment 2
UAA Program Assessment Report:	
ACIB Self-Assessment Report	Attachment 3
UAA Program Assessment Report:	
Centers & Institutes Assessment of ACIB	Attachment 4
UAA Program Assessment Report:	
Centers & Institutes Final Report	Attachment 5

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. UAA World Trade Center of Alaska, through coordination and an annual \$120,000 contract to the WTC to have them perform some of ACIB's Public Service and Education activities.
2. Alaska Seafood Marketing Institute, as part of the Salmon Market Information Service.
3. National Marine Fisheries Service, USDC
4. UAA School of Business and other UA Departments
5. Consuls General of Japan and Korea

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

Yes. ACIB is a partner in the ASMI-funded Salmon Market Information Service (SMIS).

ACIB provides significant funding for UAA World Trade Center Alaska operations. By extension, ACIB participates in WTC's coordinated activities.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

The SMIS is a program developed by the Legislature and carried out by the Alaska Seafood Marketing Institute to increase the competitiveness of Alaska salmon. About five percent of the raw fish tax collected from salmon permit holders is used to deliver market information to salmon fishermen. ACIB provides global market and world supply information, and distributes literature.

The UAA Institute of Social and Economic Research and the Sea Fare Group are the other partners in this \$200,000 per year grant.

Please refer to the UAA World Trade Center Alaska response to this question.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- Foreign investment
☒ Supporting the international activities of Alaskan businesses
☒ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

No.

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

Yes.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Faculty and staff have traveled to Asia, Russia and (in one case) Europe to conduct market and business research. Most of this travel was funded by grants, contracts or other source of restricted funding.

Please refer to the detailed budget information contained in Attachment 3 (ACIB Program Assessment) for specific financial information.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

ACIB does not conduct promotions of Alaska products or services.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

N/A

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities.

Please refer to the ACIB Program Assessment for an organizational chart and complete list of employees and their duties and accomplishments over the past three years. A simplified organizational chart is on the back page of ACIB's Activity Reports, also attached.

17. Who are your clients and how do they benefit from your activities?

Individuals who are interested in exporting use our reference materials, information and advice to test their ideas, assess their potential for success and learn the fundamentals of exporting.

Native Corporations have used our information to document Net Operating Losses during legal proceedings with the IRS.

Firms use our research, information and advice to complete their marketing sections of their business plans and loan proposals. They also use our information to price products, test business ideas and become more aware of other cultures. We provide information that many small firms would not be able to afford.

Students use our information to complete class projects and gain information about international trade.

Faculty use our information and our grant activities to expand their coursework to include international topics. They also use our information to focus their research and public service activities.

The UA administration uses faculty time-buyouts and overhead from grants to offer additional courses, stretch the funding for department activities, and use our opportunities for professional development of faculty.

Teachers of K-12 classes have used our Pacific Rim Summer Institute to gain credit and gather lesson plans for teaching about international cultures and trade.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

ACIB conducted a series of focus groups in different industries to determine information needs. ACIB also conducted a survey of readers of our Russian Far East News to determine needs.

In our strategic planning efforts, ACIB's Advisory Board recommended that ACIB use financial leverage as a measure of value to constituents. Please refer to the non-general fund activities in the revenue section of ACIB's budget information included in Attachments 1, 2, and 3.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

Please see the attached ACIB Program Assessment (Attachment 3), and the official auditing team's evaluation of ACIB's performance (Attachments 4 and 5).

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

N/A

21. What are the barriers to achieving these enhancements?

N/A

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes. A list of Advisory Board members is included in the attached ACIB's Activity Reports (Attachments 1 and 2).

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

Please refer to the detailed budget information contained in Attachment 3 (ACIB Program Assessment) for specific financial information.

FY 1993

FY 1994

FY 1995

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

Please refer to the detailed budget information contained in Attachment 3 (ACIB Program Assessment) for specific financial information.

FY 1993:

FY 1994:

FY 1995:

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

Please refer to the detailed budget information contained in Attachment 3 (ACIB Program Assessment) for specific financial information.

FY 1993:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1995:

Amount:

Source:

Purpose:

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

Please refer to the detailed budget information contained in Attachment 3 (ACIB Program Assessment) for specific financial information. Revenue categories are broken out by funding type, showing significant leverage of general funds.

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

Please see Attachments 1 - 5.

2. *List other organizations in Alaska that provide similar services..*
3. *Describe your organization's role in some specific international trade successes of Alaskan businesses.*
4. *Define your targeted constituency for this activity.*
5. *Is this activity part of a coordinated effort to benefit Alaska.*
6. *Describe how these activities reflect your original mandate.*

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Please see Attachments 1 - 5.

2. *List any similar activities conducted by other organizations in Alaska.*
3. *Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.*
4. *Define your targeted constituency for this activity.*
5. *Is this activity is part of a coordinated effort to benefit Alaska.*
6. *Describe how this activity reflects your original mandate.*

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state.*

N/A

2. *List any similar activities conducted by other organizations in Alaska.*
3. *Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.*
4. *Define your targeted constituency for this activity.*
5. *Is this activity is part of a coordinated effort to benefit Alaska.*
6. *Describe how this activity reflects your original mandate.*

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

N/A

2. *List any similar activities conducted by other organizations in Alaska.*

3. *Briefly explain how each of these activities contributes to promoting foreign investment in Alaska*

4. *Define your targeted constituency for this activity.*

5. *Is this activity is part of a coordinated effort to benefit Alaska.*

6. *Describe how this activity reflects your original mandate.*

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

Please see Attachments 1 - 5.

2. *List any similar activities conducted by other organizations in Alaska.*

3. *Briefly explain how each of these activities goes about benefiting Alaska.*

4. *Define your targeted constituency for this activity.*

5. *Is this activity is part of a coordinated effort to benefit Alaska.*

6. *Describe how this activity reflects your original mandate.*

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

ACIB does not have a formal information request monitoring system. In discussions with key staff the following estimate was generated.

Seafood	2 per day * 200 days =	400
Miscellaneous	3 per day * 200 days =	600
Data-related	3 per day * 200 days =	<u>600</u>
Total estimated ad-hoc requests		1,600

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.).

Please see Attachments 1 - 5.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

By volume of inquiries, new-to-export firms are greater although the time spent with each is limited. We typically identify the needs, and then refer them to literature or other organizations. In terms of time spent with clients, exporting companies occupy more of our resources. Our willingness to assist exporting companies is greater because the potential for

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

DIVISION OF
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DEPT. OF
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SECTION I, Programmatic Review

On September 5, 1995, the Governor's Office of International Trade and the Division of Economic Development were merged to form the Division of Trade and Development. We will answer many of the questions referring to both OIT/DTD to reflect both our past structure and the current reorganization.

1. What is your organization's international mission?

The mission of the trade staff of the Division of Trade and Development is to develop, promote, and expand Alaska's international trade. The efforts of OIT/DTD are part of the State of Alaska's overall economic development strategy to increase employment and to diversify its economic base. The development specialist staff take sector specific initiative and provide sector specific support to the trade specialists in accomplishing this mission.

2. How does this mission benefit Alaskans?

International trade is a significant factor of all resource development in Alaska. The State of Alaska is competing in an intense global environment. OIT/DTD works to ensure that Alaska's industries are in the strongest position to succeed in an increasingly cost-competitive, quality-conscious global market.

**3. Is your organization established in statute or created administratively?
Please list here or attach your enabling statute or administrative order or
document establishing your organization?**

The OIT was established by statute AS 44.33.800.

**4. What is your parent organization? (Department of Commerce, University,
etc.)**

The Department of Commerce and Economic Development.

**5. Please describe any types of international activities your organization
conducts which are not directly reflected in your mandate or mission.**

Often OIT/DTD is asked to serve as the international protocol office for the state regardless of whether there is a direct trade link.

**6. Which of your organization's employee positions are political or board
appointments (exempt or PX) and which are classified (permanent) employees ?**

Regarding the trade portion of DTD, the receptionist and administrative assistant positions are classified. The director's position and the four trade specialist positions are exempt positions. In Korea, OIT/DTD has three contractual employees; one trade representative, one trade specialist and one receptionist. In Taiwan, OIT/DTD has had a contract with an honorary trade representative. In Japan, OIT/DTD has two contractual positions; one trade specialist and one receptionist.

**7. List the three most unique international activities your organization conducts
which distinguishes it from other organizations in the state?**

- A. **Government to Government Contacts:**
OIT/DTD works to maintain relationships with international governments, to establish trade agreements, and acts as a clearing house for contacts.
- B. **Advocacy :**
OIT/DTD works as a liaison between Alaskan small businesses and foreign governments, finding information on various trade policies and procedures and working toward resolution of trade barriers. In addition, trade and development specialist staff respond to calls from foreign buyers seeking suppliers.
- C. **Overseas Representation & Market Intelligence:**
Through OIT/DTD's overseas offices in Japan, Korea and its Honorary Trade Representative in Taiwan, OIT/DTD is able to provide Alaskan businesses with up-to-date contact information and targeted market information. These markets are selected because they represent substantial markets for Alaskan goods and services, and information tailored to Alaska's industry needs.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

World Trade Center Alaska (membership organization)

International Trade Administration - U.S. Foreign and Commercial Service District Office (U.S. Government)

Troika Alaska (U.S. Government)

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

Please find attached the Governor's Office of International Trade "Annual Report, FY'94." (Attachment A)

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. World Trade Center Alaska (WTCA)
2. International Trade Administration - U.S. Foreign and Commercial Service District Office (ITA)
3. Alaska Seafood Marketing Institute (ASMI)
4. [Division of Economic Development (DED)]
5. Division of Tourism (DoT)

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc.)

Yes - our trade and development specialists have staffed the Tourism, Seafood, Forest Products, Technical Services and Mining Marketing Alaska Subcommittees. Additionally, OIT/DTD work closely with the DoT, ASMI, WTCA, and ITA.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

The mission of the Marketing Alaska program is to create quality jobs for Alaskans and encourage

doing business with Alaskan businesses, while protecting the environmental and cultural resources. The Marketing Alaska Teams bring together members of the private sector and government who offer local, domestic and international perspective on issues.

OIT/DTD works closely with ASMI on seafood promotion development.

OIT/DTD works with DoT on international tourism development in Taiwan and Korea.

OIT/DTD maintains an ongoing working relationship with WTCA and ITA in the form of referrals, sponsorship programs and trade mission support.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- ☐ Foreign investment
☒ Supporting the international activities of Alaskan businesses
☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years. See Attachment B and this outline below:

FY 1993:

Japan Office:	\$468,900
Korea Office:	\$263,400
Taiwan Honorary Trade Representative:	<u>\$ 20,000</u>
Total Foreign Office Expenditures:	\$752,300

FY 1994:

Japan Office:	\$516,000
Korea Office:	\$242,000
Taiwan Honorary Trade Representative:	<u>\$ 30,000</u>
Total Foreign Office Expenditures:	\$788,000

FY 1995:

Japan Office:	\$442,000
Korea Office:	\$212,000
Taiwan Honorary Trade Representative:	<u>\$ 25,000</u>
Total Foreign Office Expenditures:	\$679,000

FY 1996:

Japan Office:	\$324,000
Korea Office:	\$218,000
Taiwan Honorary Trade Representative:	<u>\$ 50,000</u>
Total Foreign Office Expenditures:	\$592,000

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

See the attached listing.

14. List any trade missions or product promotion campaigns conducted over the

last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Each year, the OIT/DTD is involved in either leading or contributing to both trade missions and product promotion campaigns. In FY'94, OIT/DTD assisted in 25 missions into Alaska and 13 missions out of Alaska. See Attachment A, the Governor's Office of International Trade "Annual Report FY'94," Section A - Trade Promotion Activities and Section G - Missions in and Missions out. The attached information demonstrates that OIT/DTD is committed to its mission of promoting, developing and expanding Alaska's International Trade which ultimately will benefit Alaskans through the creation of jobs. The export of businesses and services was generated as a result of OIT/DTD's contributions to promotional and trade activities.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

OIT/DTD has begun coordinated program meetings such as the Russian Agency Work Group and has plans to coordinate a program of international trade agencies. Additionally, the melding of DED, DoT and OIT is an effort to further coordinate state programs.

In formulating a coordinated international policy for Alaska, it will be essential to develop an overall international trade strategy, maintain strong and stable leadership in the international trade arena, providing consistency and continuity within development programs, and increase coordination and communication among international trade agencies.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

See Attachment C.

17. Who are your clients and how do they benefit from your activities?

Alaskan companies.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities. If so, please describe here or attach to your response.

Yes. In the past, OIT/DTD has surveyed companies who have participated in trade missions. These post-mission assessments specifically focused on the company's perceptions of the trade mission, its success in terms of economic benefit to the company and the potential for new or increased business as a result of the trade mission. Recently, OIT/DTD decided to take this assessment one step further by undertaking a survey with other agencies providing services to clients who are interested in working in the Russia Far East. This survey assessed each agency's mission, services provided to clients, gaps in services and usefulness or duplication of services.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

No.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

The recent melding of the OIT and the DED into the DTD will enhance our ability to better serve the Alaskan community providing better services with greater efficiency and cost effectiveness.

Increased coordination among public services providers will enhance DTD's ability to serve Alaska.

21. What are the barriers to achieving these enhancements?

Specific barriers to achieving these enhancements include limited promotional program dollars and a lack of a cohesive strategy among services providers.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

No.

SECTION II, FISCAL REVIEW

1. What is your organization's total (international trade) budget?

FY 1993 \$1,453,000

FY 1994 \$1,532,800

FY 1995 \$1,260,000

FY 1996 \$1,145,000

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993 \$1,453,000

FY 1994 \$1,532,800

FY 1995 \$1,260,000

FY 1996 \$1,145,000

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993: Not available

FY 1994:

Amount: \$14,024 (Private Funds- used to support OIT travel)
 \$1,532,800 (General funds)

Source: Private and General Funds

Purpose: International trade promotion

Sub-contractors
hired: n/a

FY 1995: No private funding as yet.

3. How has your organization leveraged general fund dollars with other agencies for international activities?

OIT/DTD have teamed up with the DoT, WTCA and the ITA to leverage general fund dollars to promote trade opportunities for Alaskan businesses. Each team member brings something different to the trade mix. Historically, OIT/DTD has concentrated its efforts on developing relationships with foreign buyers in markets that are economically important to Alaskan

businesses. WTCA, on the other hand, works as a liaison to private industry working closely with OIT/DTD to match-make Alaska companies with foreign buyers. Strengthening this mix is ITA bringing a federal perspective, providing market intelligence and contacts in markets where OIT/DTD cannot maintain a presence and producing publications that are used by OIT/DTD Trade Specialist and Alaskan businesses such as the National Trade Databank. These agencies work diligently to make certain that trade trips are coordinated giving Alaskan businesses the greatest amount of exposure to potential buyers possible.

OIT/DTD has teamed up with DoT in foreign markets such as Korea and Taiwan to use existing people and resources. In the past, OIT and the DoT shared the expense of maintaining an employee in the Korean market and an honorary trade representative in the Taiwanese market.

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans.

Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

See the Attachment D for a list of OIT/DTD services and Governor's Office of International Trade "Annual Report FY'94," Attachment A; please notice the following sections:

Section A - Trade Promotion Activities
Section C - Advocacy and Policy Development
Section D - Business Assistance
Section G - Missions in and Missions out

2. List other organizations in Alaska that provide similar services..

International Trade Administration - U.S. Foreign and Commercial Service District Office

World Trade Center Alaska

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

• **Flowline Alaska (Fairbanks)** Using contacts made at an OIT-sponsored booth at MIOGE, a Russian trade show, Flowline Alaska won an \$8 million dollar contract to upgrade heat and water delivery systems for the City of Moscow.

• **PSP Contamination in Crab:** OIT worked with Department of Environmental Conservation and the Japanese Consulate General to convince the Japanese government to lift the ban on importation of whole dungeness and tanner crab from Alaska. Through these efforts, Alaskans benefited by being able to export these products which are worth millions of dollars and provide numerous jobs for Alaskans.

• **Arctic Camps & Equipment (Palmer):** Negotiated contracts for services, technical support, and joint ventures in Sakhalin and Khabarovsk Territories as a direct result of OIT/DTD's first Alaskan trade mission to the Russian Far East. The contracts were projected to create approximately 150 jobs for Alaskans over the next five years and profits are estimated to exceed \$5 million. Arctic Camps and Equipment have participated in three OIT-lead trade missions to the Russian Far East.

• **Kachemak Seafood's (Homer).** Over a two-year period, OIT worked to identify market potential, provide key intelligence on prices, customs and transportation, and locate possible buyers. The first is now selling regularly into Korea, resulting in jobs for 10 or 12 people in Homer.

• **Taiwan Salmon Market Development.** OIT arranged and led two seafood missions to increase exports from Alaska to Taiwan. Missions focused primarily on salmon. During this period, salmon exports from the U.S. (primarily Alaska) to Taiwan have increased from \$97,000 (January-June 1994) to \$1.3 million (January-June 1995). Several Alaskan exporters involved with the two missions have reported sales totaling hundreds of thousand dollars.

• **Apocalypse Design Succeeding in Japan.** Apocalypse Design, the Fairbanks clothing maker that OIT worked with for more than one year, won numerous orders in Japan. Apocalypse Design attended a Hokkaido trade show and received advice from Tokyo. Apocalypse Design now has several regular clients in Japan.

• **USA-ROC Economic Council:** OIT worked with other agencies and businesses to win the USA-ROC Economic Council's 1995 annual meeting to Anchorage. This meeting brought over 500 leading industrialists from the U.S. and Taiwan into Alaska. OIT also worked with team members to coordinate the conference, to provide networking opportunities for Alaskan businesses

and to organize an investment seminar profiling investment opportunities in Alaska.

•**Maintaining Alaska's High Visibility.** OIT/DTD works to maintain and expand contacts with our counterparts to ensure Alaska and its opportunities are well-known to decision makers in our key markets. Some examples of these effort include coordinating visits of high level diplomats, foreign governors and officials, and country leaders.

•**Assisting Indian Valley Meats in Exporting Jerky to Korea** Worked with Indian Valley Meats to convince the federal government to provide a document certifying that IVM's reindeer jerky is made according to U.S. standards. IVM's importer -- Chung Juk -- needs the certification in order to convince the Korean Government that the product can be considered shelf-stable for six months. Without such certification, the product can only be sold for three months from the date of production.

4. Define your targeted constituency for this activity.

Alaskan businesses.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how these activities reflect your original mandate.

Through trade promotion activities, advocacy and policy development, assistance to Alaskan businesses and missions in/out of Alaska, OIT/DTD works to raise the visibility of Alaskan businesses, develop and maintain relationships between Alaskan businesses and key foreign buyers, and maintain and develop easy avenues for trade through policy and advocacy.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Section B - Government to Government Relations

Section C - Advocacy and Policy Development

Section E - Publications, Information Dissemination and Outreach

Section F - Research Analysis

2. List any similar activities conducted by other organizations in Alaska.

World Trade Center Alaska

International Trade Administration - U.S. Foreign and Commercial Service District Office

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Through government to government relations and advocacy and policy development, OIT/DTD is able to educate and create an awareness in both the private and public sector about issues influencing trade. Similarly, through publications, information dissemination, outreach and research analysis, OIT/DTD is able to provide a wide-range of information from the basics of exporting to detailed market intelligence.

Some specific examples include the following publications which are designed to educate Alaska fishers on international fisheries markets: Cost Trends in Farmed Salmon Productions; The Japanese Salmon Market: An Introduction for Alaskans; and A Comparison of Salmon Prices in Alaska and Canada.

4. Define your targeted constituency for this activity.

Alaskan businesses, public sector entities, public schools, universities and government officials.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Education and information sharing are an essential component in the process of developing, promoting and expanding Alaska's international trade.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

See the Governor's Office of International Trade "Annual Report FY'94." The following section apply:

Section A - Trade Promotion Activities

Section D - Businesses Assistance

2. List any similar activities conducted by other organizations in Alaska.

World Trade Center Alaska

International Trade Administration - U.S. Foreign and Commercial Service District Office

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

There is a direct correlation between the export of Alaska's products and services and the creation of Alaskan jobs.

4. Define your targeted constituency for this activity.

Alaskan businesses, industry associations and regional development corporations.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

International marketing promotes the sale of Alaskan products to foreign buyers. Through OIT/DTD's trade promotion activities and assistance to export-ready businesses, Alaskan companies are able to secure new business, broaden their market and ultimately employ more Alaskans.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

OIT/DTD works primarily with local governments to help them promote investment projects in their regions. Some examples include: Bristol Bay's efforts to attract direct investment from Taiwan into the fisheries and the Anchorage Economic Development Council's efforts to attract direct investment from Japan and Korea into Anchorage's cargo warehousing distribution project.

OIT/DTD staff also participate in mining trade fairs which attract major international companies.

2. List any similar activities conducted by other organizations in Alaska.

Division of Economic Development

Local regional economic development organizations

AIDEA

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

These activities are essential in gathering information on prospective investors, publicizing opportunities abroad, coordinating visits and identifying investment incentives and issues.

4. Define your targeted constituency for this activity.

In general, OIT/DTD works with local area development organizations. OIT/DTD also works with individual firms on private investment projects.

5. Is this activity part of a coordinated effort to benefit Alaska.

Foreign investment is a part of OIT/DTD's work focus. However, investment efforts are not generally the major focus of this office due to limited funding for investment promotion.

6. Describe how this activity reflects your original mandate.

Through OIT/DTD's international investment promotions, Alaska may be able to develop and attract investment dollars to Alaska resulting in job opportunities for Alaskans.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc.).

Often OIT/DTD is asked to serve as the international protocol office for the state regardless of whether there is a direct trade link. (refer to section I, question 5)

2. List any similar activities conducted by other organizations in Alaska.

n/a

3. Briefly explain how each of these activities goes about benefiting Alaska.

n/a

4. Define your targeted constituency for this activity.

n/a

5. Is this activity is part of a coordinated effort to benefit Alaska.

n/a

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate the number of companies or individuals you would typically serve in a year.

OIT/DTD serves many companies and individuals interested in exporting products. In 1994, OIT/DTD responded to 1084 general trade inquiries, provided access to resources for 189 library users and distributed 200 plus copies of its weekly seafood report to Alaska businesses and fishers. In terms of extensive trade counseling, OIT/DTD serves on an on-going basis approximately 100 export-ready companies.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

OIT/DTD provides information about specific markets and/or programs to anyone who writes or calls the office. When appropriate, OIT/DTD will refer individuals or companies to other agencies for business or export assistance. Here are some specific services OIT/DTD provides to companies:

- Provide seminars and training (always in conjunction with the WTCA, ITA and the municipality)
- Provides export statistics and market research
- Provides information on standards of compliance and export/import restrictions
- Provides trade leads
- Identifies local representatives
- Leads trade missions/shows
- Accompanies business on sales calls
- Identifies distributors
- Maintains library of trade-related materials

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

OIT/DTD focuses on companies that are export ready. To get companies or individuals to the export-ready stage, OIT/DTD will refer these clients to the Small Businesses Development Center and to the WTCA.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes (ad-hoc)
2. ☒ No (personalized)

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

ALASKA
DIVISION
OF
TOURISM

Report to the Interim Legislative Task Force on International Trade Strategy
Senator Drue Pearce * Representative Gail Phillips, Co-Chairs

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SECTION I. Programmatic Review

1. What is your organization's international mission?

To promote international visitation to Alaska and help Alaska's tourism businesses benefit from the expansion of tourism to Alaska from overseas.

This is accomplished by:

- Establishing contacts with international tour operators and then connecting the international tour operators with Alaskan vendors;
- Providing foreign language collateral pieces which are used to convince independent travelers and international tour operators to select Alaska as a vacation destination;
- Organizing and leading product development trips tours comprised of international tour operators and travel media to show them all that Alaska has to offer as a destination;
- Maintaining in-country points of contact in established markets for potential visitors, tour operators and travel media;
- Organizing and leading trade missions and travel workshops that allow Alaskan vendors to educate international travel agents and tour operators about their particular tour product;
- Organizing and leading participation in major international trade expositions attracting large numbers of qualified international tour operators and travel agents;
- Planning and executing in-country advertising, public relations and other promotional programs in established markets for international visitors;
- Working with charter and scheduled airlines to establish new long-haul routes which

provide direct passenger service between Alaska and international destinations.

2. How does this mission benefit Alaskans?

Alaskans and Alaska businesses benefit in several ways from the work done by Division staff and contractors.

-- International visitors tend to stay longer and therefore, spend more money when traveling abroad than visitors from the lower 48. Since they also travel independently, their average daily expenditures are higher.

-- International visitors have a higher propensity to travel outside of mainstream group tour destinations, thus spreading the economic impact of their spending into parts of Alaska that do not benefit as greatly from mainstream domestic tourism.

-- International visitors are more accustomed to vacationing outside of the peak summer tour season (Memorial Day to Labor Day) and as such are an essential component of our efforts to expand the benefits of tourism into Fall, Winter & Spring.

-- The expansion of international charter and scheduled air service increases airport revenues.

The result of these efforts are jobs and business opportunities for Alaskans, increased revenue to the State of Alaska, and an enhancement of Alaska's position in the world trade market.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

AS 44.13.119 - 120

4. What is your parent organization?

Department of Commerce & Economic Development

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

The Division Director is a partially exempt position, all others are classified positions.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Alaska-European Travel Fair: An exposition that provides European tour operators with direct access to Alaska tourism product suppliers. In the fall of 1995, twenty-two tour operators from German-speaking Europe (Germany, Switzerland and Austria) and the United Kingdom toured five regions of the state then convened in Fairbanks to meet with more than sixty Alaskan tour suppliers to learn more about different tour products and to establish business relationships for future tours.

B. International sales missions/blitzes: The Alaska Division of Tourism annually conducts a series of workshops and seminars in selected international markets. Recent workshops were held in Australia and Japan introducing over 35 Alaskan tour suppliers to the international travel trade. Over 700 travel professionals from these markets met with the Alaska suppliers and negotiated their future product offerings.

C. Encouragement of direct and charter air service to Alaska: In conjunction with the Anchorage International Airport System (AIAS), efforts are made to maintain and increase direct and charter air service to Alaska from Europe and Japan. Negotiations are underway with Northwest Airlines for direct passenger service between Anchorage and Japan, and due in part to work by the Division of Tourism's Frankfurt representative, charter service by Balair between Zurich and Anchorage which had been canceled but was restored.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

There are no state agencies which conduct efforts aimed at increasing in-bound international visitation, except for the AIAS & OIT/DT&D efforts regarding direct air service into Alaska from overseas. In these efforts, the Division of Tourism works in a close partnership with AIAS & OIT/DT&D.

Some community organizations, like the Anchorage, Fairbanks & Juneau Convention & Visitors Bureaus have international marketing efforts, but these are closely coordinated with the Division of Tourism's efforts.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

Yes. A detailed presentation of the Division of Tourism's International Marketing Program was presented by former director, Mary Pignalberi, to the House joint committee meeting of the World Trade and State-Federal Relations Committee, and the International Trade and Tourism Committee. This report was prepared in February of 1995.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. Anchorage Convention & Visitors Bureau
2. Yukon Ministry of Tourism
3. United States Tour and Travel Administration
4. Fairbanks Convention & Visitors Bureau
5. Alaska Seafood Marketing Institute

Other organizations we work with include the National Tourism Association, Office of International Trade/Division of Trade and Development, Alaska International Airport System, and other Convention & Visitors Bureaus throughout Alaska.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska?

Yes, efforts are made to work closely with OIT/DT&D and, when possible, ASMI, for international tourism marketing. The Alaska Division of Tourism also plays a pivotal role in the Marketing Alaska program which is being developed. Central to its many recommendations is more aggressive efforts to link international marketing efforts into one united presentation whenever and where ever possible.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

In 1992, Alaska was the featured destination at the Visit USA Seminars in Switzerland and Italy. Working in consort with ASMI's European representative, wild Alaska

salmon was served at each major meal function at each venue, and ASMI was able to promote Alaska seafood to hundreds of Swiss and Italian travel agents and tour operators.

More recently, development of direct air service from international markets has been done in concert with AIAS and OIT/DT&D to increase the numbers of visitors to Alaska. Joint meetings and presentations to potential carriers have been made and joint marketing plans and promotions are coordinated with these state agencies as well as private sector partners.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives? If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

The Alaska Division of Tourism maintains in-country representatives in four markets which are known to produce significant visitation to Alaska. All representatives are contractors, and with the exception of our Japanese representatives, our contractors have other clients in addition to Alaska.

GERMANY

Our German contractor is a company called Aerotraffic located in Frankfurt. One of the company's principals, Frau Edeltraud Sommer has primary responsibility for this account. They are charged with representing Alaska on the European continent with a special emphasis on the German speaking countries of Germany, Austria and Switzerland. Their representation includes trade relations, consumer relations, inquiry fulfillment, production and distribution of foreign language travel guides, coordination and escorting of product development trips, trade & consumer advertising, and public relations.

Although the amounts shown below seem to indicate a relatively constant budget, the dollar has declined in value against the German mark in each of the past three years, thus steadily reducing our effective efforts. These figures reflect to total amount of money spent in German speaking Europe, not just office expenditures.

FY '93: \$450,000

FY '94: \$425,000
FY '95: \$425,000

JAPAN

Our Japanese contractor is Mr. Kojiro Abe. Alaska is his only client and has been so since 1982. Mr. Abe maintains an office which is staffed by himself and his wife, and he provides full representation which includes trade relations, consumer relations, inquiry fulfillment, production & distribution of foreign language travel guides, coordination and escorting of product development trips, trade & consumer advertising, public relations and office operations.

Like our budget in Germany, this budget has also been eroded beyond that shown below due to the dollar's dramatic devaluation against the yen. It also reflects total program costs, not just office expenditures. To shore up our efforts, Mr. Abe recently put together a new Alaska Winter travel planner in Japanese which was entirely paid for by advertising which he sold on our behalf. A new Alaska Summer travel planner in Japanese is currently being produced and it also will be supported by ad sales conducted by Mr. Abe. The value of these ads sold will top \$75,000.

FY 93: \$400,000
FY 94: \$400,000
FY 95: \$355,000

AUSTRALIA

Our Australian contractor is Integra Marketing located in Sydney. Two people in the agency handle our account: the principal, Mr. Fred Sparksman and a dedicated account executive, Ms. LeeAnn Dyer. This contract has grown from basic representation to extended responsibilities such as inquiry fulfillment, trade advertising, trade show participation, and coordination of travel workshops.

FY 93: \$25,800
FY 94: \$28,000
FY 95: \$74,800

UNITED KINGDOM

Our newest contractor is Ms. Jacqi Todd in London. Her responsibilities are to coordinate public relations efforts to create greater awareness of Alaska in the UK, and to begin cultivating relationships with UK tour wholesalers.

FY '93: --- 0 ---
FY '94: --- 0 ---
FY '95: \$24,000

13. Does your organization send representatives abroad?

Yes.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

As part of its marketing & development effort, the Division of Tourism sends staff members to the market they are responsible for coordinating at least once each year in order to participate in trade shows, conduct seminars and workshops for trade, and work with local media to generate press about Alaska. Attached is a complete listing of these trips for FY '93, '94 and '95.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Asia

In FY94 the Alaska Division of Tourism led a delegation of 20 Alaskan tourism suppliers to Japan, Korea, and Taiwan to attend a series of trade shows. As a result of the mission more Alaskan suppliers were exposed to the international market and relationships were developed, particularly for businesses in the Fairbanks area, which resulted in increased business.

In FY95 & 96 a series of workshops was held in Japan (3 cities) to introduce over 20 Alaskan suppliers to the travel trade of Japan. As a result, numerous new product offerings were developed and there were many press opportunities for the participants.

Australia

In FY95 & 96 a series of workshops was held in 4 major cities in Australia, Alaskan businesses were introduced to and conducted business with over 700 tour company representatives, as a result there were many new product offerings developed as well as numerous press opportunities.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

All agencies involved in the international marketplace should work together whenever possible to coordinate marketing efforts and share information about successes and failures. Past successes, particularly between the Division of Tourism and ASMI, and the Division of Tourism and OIT/DT&D, show that there is a synergy to combined efforts that exceeds that possible to agencies acting alone.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities.

Tom Garrett--Division Director
John Beiler--Development Specialist--Asia and Australia
Sharon Gaipman--Development Specialist--Europe and United Kingdom

Organizational Chart Attached

17. Who are your clients and how do they benefit from your activities?

The Division has two sets of "clients" -- the Alaska tour suppliers and the communities with whom we work to attract these international visitors.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities. If so, please describe here or attach to your response.

Not formally -- but, this is a good idea and we will be conducting one between now and the end of 1995. We will be happy to share the survey and results with you as they develop.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

.No.

20. Describe any ways your organization could be enhanced in order to serve Alaska better. -- 21. What are the barriers to achieving these enhancements?

Since additional general fund monies aren't likely to be available for market expansion, barriers to co-op partnerships (collecting of funds for joint promotions) should be removed or relaxed. Further, if we are successful in garnering private sector financial support for our efforts, the Division's general fund support should not be reduced, at least not on a dollar for dollar basis. To do so would destroy the incentive for Division staff to hustle private sector participation.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

No, although it is the intent of our new Director to take advantage of the Alaska Tourism Marketing Council committee structure to review all international marketing plans.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993 \$ 3,338.2
FY 1994 \$ 3,237.5
FY 1995 \$ 3,237.5
FY 1996 \$ 3,037.5

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

	<u>Contracts</u>	<u>Travel</u>	<u>Trade Shows</u>	<u>Total</u>
FY 1993:	925.8	25.5	35.5	986.8
FY 1994:	1,028.5	25.3	35.2	1,089.0
FY 1995:	\$ 889.8	30.1	30.0	949.9

3. How has your organization leveraged general fund dollars with other agencies for international activities?

For several years, we have invited tourism businesses and entities to co-op with us at certain trade shows. Their participation fee has helped to offset trade show expenses, consequently making our general fund dollars stretch further. Due to budget cuts, we are creating opportunities to bring in even more program receipts from outside organizations to participate with the Division's overseas' efforts.

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

Question A: International Trade Services

1. List and describe all activities your organization conducts to promote international trade opportunities for Alaskan companies.

Participation at trade and consumer shows; missions & seminars; product development & press trips and travel agent educationals; product/program assistance (counseling); collateral & slide assistance.

2. List other organizations in Alaska that provide similar services.

Anchorage, Fairbanks & Juneau Convention & Visitors Bureaus.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

The Alaska Division of Tourism has opened the door for many Alaskan businesses to establish business relationships with international tour operators. Here are some of the most notable accomplishments of the Division of Tourism in using Alaska's natural resources as the lure to draw in new visitors:

- Increased German-speaking visitation to Katmai, Pack Creek and Anan Creek for bear viewing.
- Increased German-speaking visitors to Wrangell-St.Elias National Park and the McCarthy/Kennicott area for back country experiences.
- Significantly increased Japanese visitations to Fairbanks & Interior Alaska during the winter for Northern Lights viewing.
- Increased charter & direct passenger air service to Alaska from Europe and Asia.

At the end of this survey is a listing of many of the Alaska businesses we have worked with on international marketing in the past three years.

4. Define your targeted constituency for this activity.

Alaska businesses and communities.

5. Is this activity part of a coordinated effort to benefit Alaska?

Yes.

6. Describe how these activities reflect your original mandate.

By promoting Alaska as a visitor destination in the international marketplace, we increase the numbers of visitors to Alaska and therefore add to its economic base, creating more job opportunities, diversifying our economy, and also adding to the state's general fund.

Question B: Education Component

1. List and describe all activities your organization conducts to promote the international awareness or education level of the constituency.

- Regular correspondence with Alaska communities and businesses.
- Travel agent educational trips & operator product development trips.
- Additional public relations activities such as press releases and other methods of international press cultivation (i.e. trip and itinerary support for foreign media).
- Participation in (and seminars presented at) international trade gatherings.

2. List any similar activities conducted by other organizations in Alaska.

Anchorage, Fairbanks & Juneau Convention & Visitors Bureaus.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

The more Alaska businesses know about doing business internationally, and the more the international inbound market (and marketers know about Alaska), the more financially beneficial it is to both.

4. Define your targeted constituency for this activity.

Alaska businesses & communities.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Educating both the international trade and Alaska suppliers provides the necessary information to conduct business in order to increase the numbers of visitors to Alaska.

Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which directly promote job creation in the state.

Participation at trade and consumer shows; missions & seminars; product development & press trips and travel agent educationals; product/program assistance (counseling); collateral & slide assistance.

2. List any similar activities conducted by other organizations in Alaska.

The Convention & Visitors Bureaus in Anchorage, Fairbanks & Juneau regularly conduct these same activities in coordination with the Division of Tourism.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

By increasing the number of visitors to Alaska we are increasing the demand for more goods and services provided by Alaskan businesses therefore increasing the need for more jobs.

4. Define your targeted constituency for this activity.

Alaska businesses and communities.

5. Is this activity is part of a coordinated effort to benefit Alaska?

Yes.

6. Describe how this activity reflects your original mandate.

The Division of Tourism's mandate ultimately comes down to creating jobs for Alaskans. Our mandate to increase the number of visitors to Alaska and to assist Alaska businesses in capturing their share of the tourism pie yields the direct result of creating more jobs. Tourism in Alaska has the highest rate of Alaska hire of any of the state's industries (84%), thus the majority of the increase in jobs will accrue to the benefit of Alaskans.

Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to promote foreign investment in the state.

None.

2. List any similar activities conducted by other organizations in Alaska.

n/a

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska.

n/a

4. Define your targeted constituency for this activity.

n/a

5. Is this activity is part of a coordinated effort to benefit Alaska.

n/a

6. Describe how this activity reflects your original mandate.

n/a

Question E: Other International Activities

1. Please briefly describe any other international activities your organization conducts (cultural, sports, etc).

None.

2. List any similar activities conducted by other organizations in Alaska.

n/a

3. Briefly explain how each of these activities goes about benefiting Alaska.

n/a

4. Define your targeted constituency for this activity.

n/a

5. Is this activity is part of a coordinated effort to benefit Alaska?

n/a

6. Describe how this activity reflects your original mandate.

n/a

Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

Formally and informally, the Alaska Division of tourism works directly with more than 200 businesses each year as part of our international marketing effort.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

-- Personalized counseling about how to tailor tour products and marketing efforts to specific international markets;

- Generic representation at trade shows with leads for individual follow-up
- Distribution of a variety of collateral materials & slides
- Providing marketing opportunities such as participation in trade missions/sales blitzes, trade shows, workshops, etc.
- Connecting Alaska tour suppliers with international tour operators who are searching for specific products or experiences.
- Central offices for doing business when on private trade missions in Japan, Germany & Australia.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting?

Both, although it is more heavily weighted to assisting companies wishing to break into the market rather than helping ones that are already successful. While there are quite a few Alaska businesses already involved in the international marketplace, most come to it in total ignorance of its demands. Those who have established contacts and are successful don't need, and frequently don't want, the Division of Tourism to help them.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

Yes.

The following list of businesses was put together by reviewing lists from our development specialists and contractors. These companies are all active partners in Division of Tourism efforts to attract international visitors.

Anchorage Area including Kenai Peninsula & Mat-Su

Alaska Bus Charters and Tours
 Alaska Sightseeing/Cruise West
 Grayline of Alaska
 Holland America Line - Westours Inc.
 Princess Tours
 Phillips Cruises
 Alaska Highway Cruises
 ABC Motorhome Rentals
 Alaska Guestours
 Alaska Railroad
 Hilton Hotel
 Sheraton Hotel
 Hotel Captain Cook
 Anchorage Hotel

Best Western Barrett Inn
Alyeska Prince Resort
Puffin Inn
Regal Alaskan Hotel
Westmark Properties (statewide)
Sheep Mountain Lodge
Hatcher Pass Lodge
Alaska B & B Association
Rust's Flying Service
Ketchum Air Service
Alaska Air Taxi
Osprey Alaska
Altlands Kenai Guides
Air Adventures
Great Alaska Fish Camp
Moose Haven B & B
Riversong Lodge
K2 Aviation
Kennicott Lodge
McCarthy Lodge
Wrangel Mountain Air
Chitna Air Service
Kenai Fjords Tours
Stan Stephens Cruises
Gabberts Fish Camp
Alaska Panorama RV Rentals
Avis Rent-a-Car
Hertz Rent-a-Car
Eagle Custom Tours
Far North Tours
Alaska Rose B & B
Smokin Joe's Charters
Lake Lucille Lodge, Best Western
Yukon Don's B & B
Ultima Thule Lodge
Era Aviation
Kenai Coastal Tours
ARA Services (Denali)
Land's End Hotel
Cie Jae charters
Alaska Wildland Adventures
Musk Ox Farm
Iditarod Museum
Joe Redington Tour
Apone's T Shirt Cache
Sky River Films
Alaska Video Post Cards
All Alaska Tours
Alaska World Tours
Gary Kings
A & P Tour
AIE Tour Co.
Frontier International
Alaska Village Tours

Anchorage Fur Rondy
Chelsa Inn
Simon and Seaforts
David Green
Far North Tours
German Alaska corp.
Hilltop Ski area
J.C. Penney
Nordstroms
Midnite Fun Tour Co.
Reeve Aleutian Airways
Sourdough Mining Company
Westcoast International Inn
Eklutna Inc.
Kobuk Valley Jade
Double Musky Inn
Rainbow Tours
Alaska State Fair
Valley Hotel
Camp Alaska tours
Anchorage CVB
Mat-Su CVB
Kenai Peninsula Tourism Marketing Council
Downtown Deli
Tempura Kitchen
The Ulu Factory
Alaska Wildberry Products
Alaska Airlines
Delta Airlines
Northwest Airlines
Air North
Alaska Great Land Adventures
Go Alaska
World Express Tours
Anchorage Museum
Earth Tours

Fairbanks and Interior

Chena Hot Springs Resort
Van Go Tours
Goldline Motorcoaches
Gold Dredge 8
Riverboat Discovery
Alaska Salmon Bake
Tivi Kennels
7 Gables B & B
Pikes Landing
Great Alaska Bowl Company
Frontier Flying Service
40 Mile Air
G O Transportation
Kantishna Roadhouse

Denali Cabins
Denali Backcountry Lodge
Healy Heights Cabins
A Taste of Alaska Lodge
Sophies Station
Westmark
Capt. Hook
Denali North Star Inn
Youngs Motel
Tok Lodge
Regency Fairbanks
B & B Reservation service
Camp Denali
Denali Wilderness Lodge
Denali River Cabins
Rivers Edge RV Park and Campground
Denali Raft Adventures
Tolovana Roadhouse
Fairbanks CVB
Alaska Campground Owners Association
Captain Bartlett Inn
Chena Pump restaurant
UAF Museum
Little Eldorado Gold Camp
Northern Alaska Tour Co.
Trans-Arctic Circle Treks
Vista Travel
World Eskimo Indian Olympics
Coldfoot Services

Nome, Kotzebue and Far North

Nome CVB
Bering Air
Nome Custom Adventures
Nana Corp.
Tundra Tours, Top of the World Hotel
Nome Nuggett Inn
Peace of Selby Wilderness Lodge
Tour Arctic
Sourdough Outfitters
A:habasca Cultural Journeys

Kodiak and Southwest

Kodiak Island CVB
Grand Aluetian Hotel
Buskin River Inn
Island Terrific Tours
Rifle Charter Co.
Saltery Lake Lodge
Silver Salmon Lodge
Wavetamer Kayak tours
Sea Hawk Air

Brooks Camp Lodge
Katmailand
Katmai Air
Lake Clark Resorts
Lake Iliamna Lodge
Quinnat Landing Resort
Dig Afognak
St. Paul Island tour
Ekwok Lodge
Maranatha Lodge
Uyak Air
Last Frontier Lodge
Alaska wilderness Lodge

Juneau and Northern SE

Glacier Bay Tours and Cruises
Juneau Sportfishing
Alaska Discovery Expeditions
Alaska Marine Highway
Juneau CVB
Alaska State Museum
Gold Creek Salmon Bake
Thane Ore House
Prospector Hotel
Best Western Hotel
Super 8 Hotel
Temco Helicopters
Wings of Alaska
LAB Flying Service
Anchor Point Lodge
Shelter Island Lodge
Hotel Halsingland
Anytime Cruises
White Pass and Yukon RR
New Archangle Dancers
Alaska Raptor Center
Sitka CVB

Ketchikan and Southern SE

Ketchikan CVB
Tides Inn
Taquan Air
Whales Resort
Salmon Falls Resort
Alaska Waters Inc.
Stikine Jet Boat Tours
Boardwalk Wilderness Lodge
Yes Bay Lodge

Saxman Native village

WORLD
TRADE
CENTER
ALASKA

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

World Trade Center Alaska
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Anchorage, AK 99501

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SECTION I, Programmatic Review

1. What is your organization's international mission?

World Trade Center Alaska's mission is to facilitate international trade for its statewide membership.

A World Trade Center, as defined by the license issued by the World Trade Centers Association, consists of two major components. First, a facility that consolidates international business and government entities serving as a catalyst for international trade. Second, a membership services organization that provides business services to international companies and organizations normally in these four major service areas. 1) Trade Information 2) Tradeleads 3) Networking and 4) Trade Education Programs. This mission and the program components are consistent with the over 300 operating World Trade Centers located throughout the world.

2. How does this mission benefit Alaskans?

Facilitation of trade for member companies benefits Alaskans through creation of jobs, business development opportunities, increased success and profits.

Facility

- A focal point of activity that builds on itself as int'l trade community.
- Enhances Alaska's visibility as a legitimate player in international trade by very nature of having an internationally recognized establishment of a World Trade Center.

Membership Services

- Bring together professionals involved in int'l trade to network, share information, cooperate.
- Profiles Alaskan companies as trade capable to other Alaskan firms and the outside world.
- Educates Alaskan businesses and individuals on int'l trade topics- to increase export/import/investment successes.
- Provides direct-hands on confidential trade information critical to trade transactions.
- Provides qualified tradeleads for successful trade transactions.

3. Is your organization established in statute or created administratively? Please list here or attach your enabling statute or administrative order or document establishing your organization?

World Trade Center Alaska is a license that was purchased in 1987 by a non-profit, incorporated arm of Alaska Pacific University. The corporation was dissolved and the license was transferred one year later to the University of Alaska Anchorage. There is no enabling legislative or administrative order. The license obligates the license holder to follow the operating policies and procedures of the World Trade Centers Association. As part of the University of Alaska, the World Trade Center Alaska operates under the policies and procedures established by the UAA Board of Regents.

4. What is your parent organization? (Department of Commerce, University, etc.) University of Alaska Anchorage

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

World Trade Center Alaska, by nature of facilitating trade for its members gets involved in supporting and promoting initiatives such as the USA-ROC, International Seafood and Winter Cities Conference which are not directly reflected in our mandate, but directly benefit members. Additionally, World Trade Center Alaska plays a role in relationship building with foreign dignitaries and visitors.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

The World Trade Center has 3 exempt positions--2 Permanent, 1 Term (Grant Funded). There are 2.0 non-exempt positions (.5 Grant Funded). There are 6 term non-exempt (Grant/Project Funded), 5 of which are located in the Russian Far East. Positions are competitively recruited and selected.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Membership Services: Confidential, fee-based, trade association services that focus specifically on international trade including, events for networking, regular and applicable trade information, trade education programs, forums for presenting timely topics and/or success stories, advocacy and qualified tradeleads.

B. Facilities that co-locate international trade services -- called World Trade Center.

C. Affiliation with World Trade Centers Association which provides international recognition, international tradeleads on-line network system and communications network to 300+ World Trade Centers.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

The U. S. Commercial Service has a complimentary program of international activities.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

Yes. The World Trade Center Alaska, as part of the World Trade Centers Association, is required to provide an official report detailing membership and facilities activities and progress for the annual General Assembly. Additionally, each year, the World Trade Center Alaska prepares an annual report or letter to the membership outlining the successes, achievements, highlights that have occurred throughout the year.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

The most important organizations that we work with on a regular basis to promote international objectives are the private sector firms (members) entering new markets or expanding existing markets overseas.

The top five agencies (in order of importance), are as follows;

1. U.S. Department of Commerce, Commercial Service (Anchorage District Office).
2. The U.S. Department of Commerce, International Trade Administration, Desk Officers/Industry Officers/ BISNIS, CABNIS, NTDB and overseas offices and programs of the U.S. Department of Commerce such as ABC's and AIT.
3. Municipality of Anchorage, International Relations Office
4. State of Alaska, Office of International Trade
5. State Legislative Offices / US Congressional Delegation

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc) Yes.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

1. Marketing Alaska: A cooperative planning committee of private, public putting forward recommendations to the State Administration that can enhance international marketing of Alaska's businesses and expertise to the lower 48 and international markets.

2. Ship Creek Development Project: Plans for the development of a real estate project in the downtown district that will house a world-class office building/showcase for international trade is part of a long-term plan participated in by the World Trade Center Alaska. A world class facility that co-locates trade organizations, companies and services along with a permanent display of Alaska's products and services will convey a professional, international trade capable image to enhance Alaska's trade efforts.

3. District Export Council: The Alaska District Export Council's (private non-profit) is to counsel, advise, inform and educate programs that increase export activities of the State of Alaska. World Trade Center Alaska leverages resources to widen the visibility of programs, cross market services and co-sponsor activities.

Sakhalin Alaska Committee: The Sakhalin Alaska Committee works to promote/enhance trade between the two regions. World Trade Center Alaska plays an active role in sustaining that relationship for its memberships, most specifically the oilfield service industry.

4. **World Trade Centers Association:** The WTCA is an apolitical, worldwide organization who's mission is to promote international trade. This is the largest coordinated international trade effort which gives Alaska a visibility in the international arena.

5. **U.S. Commercial Service (TROIKA):** TROIKA Alaska is a cooperative effort between the U.S. Department of Commerce, the Municipality of Anchorage, the State Office of International Trade and the World Trade Center Alaska (UAA). It's purpose is to increase exports to the Russian Far East. This is one of the most immediate, results-oriented programs to benefit Alaskan firms with an active Alaskan presence in the Russian Far East.

6. **USA-ROC Conference:** The World Trade Center has spearheaded an investment component to the USA-ROC conference in partnership with Senator Murkowski's office, the State of Alaska, the Municipality of Anchorage, several private companies, the Anchorage Convention and Visitors Bureau and the Anchorage Economic Development Corporation. Benefit to Alaska: New and diversified investment opportunities.

7. **Martin Luther King Career Center International Trade Program:** WTCAL serves as an advisor to the Anchorage School District's International Trade Program. The purpose is to interest and educate Alaskan students about international business and trade. WTCAL offers internships to qualified ITP students to enhance their overall international trade experience and provide further academic and business opportunities.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

3 Foreign investment

1 Supporting the international activities of Alaskan businesses

2 Supporting other international activities of Alaskans (educational, cultural, etc.)

Our self-imposed organizational philosophy is to work only with Alaskan based companies or those creating business development and/or jobs in Alaska. Additionally, World Trade Center Alaska focuses efforts on educating Alaskans for international business through our student internship programs and the international trade institute.

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

Yes, World Trade Center Alaska is the recipient of a 3-year, US Department of Commerce grant which has established two representational offices in the Russian Far East. The first is in Khabarovsk and the second is in Yuzhno-Sakhalinsk. Their purpose of the program is to increase US exports to those regions in the industry sectors of oil/gas field service, food, telecommunications, transportation and construction. Results of increased exports is being realized for Alaskan and US firms. The grant funding provided is \$166,666 per year.

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

October 1993 - Robin Zerbel, Director - World Trade Centers Association Meeting--- Seoul/Taipei \$2446

July 1993 - Robin Zerbel, Director - Japan (JETRO) Program - program was paid by JETRO \$ 0

August 1994 - Robin Zerbel, Director - Khabarovsk/Yuzhno-Sakhalinsk - Troika Project Review \$1661

April 1994 - Becky Beck, Asst. Director - World Trade Centers Association Meeting-Mexico City \$ 769

November 1994 - Becky Beck, Asst. Director - Taiwan Trade Mission - Taipei \$ 105
As coordinator of mission, expenses were paid by participants, with comped airfare.

April 1994 - Tara Meno, Membership Services - Oil/Gas Trade Mission - Moscow \$ 0
As coordinator of mission, expenses were paid by participants, with comped airfare.

April 1995- Tara Meno, Membership Services - Oil/Gas Trade Mission - Moscow \$ 587
As coordinator of mission, expenses were paid by participants, with comped airfare.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

July '93 - Robin Zerbel, - Japan (JETRO) Program - A trade mission/orientation of international business people to Japan, sponsored by Japanese government. Purpose is orientation to Japan and increasing imports to Japan. Represented 3 Alaskan firms with potential buyers. Information on JETRO programs shared with entire membership.

August 1994 - Robin Zerbel, - Khabarovsk/Yuzhno-Sakhalinsk - Troika Project Review. State Trade Mission to Russian Far East. Purpose to familiarize with our overseas office, staff and regional economic and trade opportunities. Benefit to Alaskan firms through private/public contacts and information gathered has resulted in a number of completed trade transactions for members and pending transactions.

November 1994 - Becky Beck, - Taiwan Trade Mission - Taipei Purpose to introduce Alaska multi-industry sellers to Taiwan buyers as part of pre-USA/ROC meeting in Anchorage. Benefit- Stronger Alaskan presence, Taiwan familiarity with Alaskan product and better understanding of market for participants.

April 1995 - Becky Beck, - Taiwan Seafood Trade Mission - Taipei Contracted with the State to coordinate the trade mission to Taiwan for the Alaskan Seafood producers/sellers specifically matched with qualified seafood buyers in Taiwan and Hong Kong.

April 1994 - Tara Meno, - Oil/Gas Trade Mission - Moscow. Purpose of trade mission/show was to profile Alaska's oil and gas field services for contracts in NIS. Contacts established by experienced participants and solid orientation for new participants. Alaska recognized as oil/gas field player in int'l qualified services.

April 1995 - Tara Meno, - Oil/Gas Trade Mission - Moscow Purpose of trade mission/s how was to profile Alaska's oil and gas field services for contracts in NIS. Sales of products realized by participants, and contracts where signed from previous trade mission.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

1. The recognition that an international strategy (plan) is essential to our overall success as a State and region.
2. That the strategy be private sector driven.
3. That the strategy be clear and focused.
4. That the performance of a strategy or policy be evaluated and refined on a regular basis.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

Organizational Chart Attached.

Staff: Robin Zerbel, Director; Becky Beck, Asst. Director; Tara Meno, Network/Finance Manager; Lane' Richards, Membership Services; Kathy Beeck, Program Manager TROIKA Alaska; Students non-paid interns (2 per semester); Khabarovsk Office --- Nina Troussesekaya, Government Liaison; Sonia Ghayem, Intern; Gregori Shibinski, Driver; Elena, Secretary; Yuzhno-Sakhalinsk Office -- Elena Uspenskaya; Government Liaison.

17. Who are your clients and how do they benefit from your activities?

World Trade Center Members are our clients. Members pay a membership fee ranging from \$300 per year to \$2500 per year. They are companies and/or organizations that are actively involved in international trade. World Trade Center Alaska provides a facility and membership services that directly and positively affect their trade transactions. Members benefit in a myriad of ways. Examples would include matching Alaskan companies with other Alaskan companies to encourage a cooperative approach to international business. E.g. Major Alaskan firm exporting large quantities of product to a newly developed market is seeking local financial and telecommunications assistance to facilitate more business. Match qualified and trade capable Alaskan companies. E.g. Convey timely trade information to member companies that provide a competitive advantage to that firm.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

Annual member surveys: Each January, the World Trade Center prepares and distributes a questionnaire as to the "value" of each of its service areas to ascertain the strengths and weaknesses of the programs. At that time, information is solicited as to the direct financial benefit services have contributed to our membership.

Course Evaluations: Each short course participant receives an evaluation of the merits of the course, presenter, topic and substance.

Program Evaluations - The Annual Conference and special programs offered throughout the year are evaluated by participants with program evaluations.

The World Trade Center Alaska, being a fee-based membership organization has a unique immediate feedback mechanism through membership renewals. The usefulness of our international activities must be maintained to continue a successful World Trade Center Alaska organization. Additionally, because of our close partnership with

member companies and organizations, we receive regular informal feedback from members on everything from trade information distribution methods to suggested future programs. Monthly WTC Advisory Board (majority of representatives from private Alaskan companies experienced internationally) meetings provide direction in keeping with the membership driven philosophy.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

Yes, as part of the University of Alaska, we participated in the 1994 Assessment Process that reviewed programs for from a substantive and fiscal perspective with the intent to eliminate 25% of the overall general fund dollars. This was an elaborate process requiring written justification of programs and an oral interview process with UA peer programs. The resulting recommendations were to maintain the WTCAL, with a \$10,000 annual enhancement. Additionally, World Trade Center Alaska participated in a re-organization/re-evaluation process of the Alaska Center for International Business initiated by UAA Chancellor Behrend in 1993 that included 4 members of the World Trade Center Alaska Board and 4 members of the Alaska Center For International Business Board. The eight member special board chose not to focus its attention on auditing or management planning of the World Trade Center Alaska due to their analysis that there were not any identified problems or issues associated with WTCAL.

20. Describe any ways your organization could be enhanced in order to serve Alaska better. The World Trade Center Alaska is a highly productive entity with a highly qualified, uniquely all Alaskan staff dedicated to its membership and furthering Alaska's trade status. One of the most direct ways this organization could be enhanced is by the State of Alaska outsourcing trade-related programs and/or services to an organization such as the World Trade Center Alaska. The World Trade Center Alaska represents a private/public partnership where programs and services are customer-driven, and thereby responsive. Membership and service fees, insure that individuals and/or companies are really committed to international business (serves as a self-screening mechanism) at the same time that these fees serve as a cost-recovery -- users are sharing in the costs and receiving the direct benefit. By outsourcing trade-related programs to the World Trade Center Alaska, general fund dollars are leveraged, participants in the programs pay their share, access to programs and services is greatly expanded by creating a working international trade community and trade-related services are centralized. Serving Alaska better will clearly come from a more centralized, one-stop-shop, international trade - investment - business and education policy.

21. What are the barriers to achieving these enhancements?

Recognition that the broad delivery of programs and services currently offered throughout the State of Alaska causes confusion to the private sector, lacks accountability-coordination and focus and wastes State resources. Action to remove these institutionalized barriers.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes, World Trade Center Alaska has an Advisory Board of 13 members who are members of the World Trade Center Alaska and are appointed by the Chancellor of the University of Alaska Anchorage. Members for this fiscal year are: Pete Nelson, Texaco; Chuck Becker, US Commercial Service; Joe Baedle, Goldbelt; Hayden Green, UAA School of Business; Jim Blasingame, Alaska Railroad; Brian Brundin, Hughes Thomess Gantz Powell and Brundin; Laurie Cunningham, Office of International Trade; Bill Elander, Anchorage Convention and Visitors Bureau; Gregg Favretto; Favco, John McClellan, Arctic Slope Regional Corporation; Steve Smirnoff, Municipality of Anchorage; Sandra Tavanis, Tellus Corporation.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993	\$144,485
FY 1994	\$223,039
FY 1995	\$487,169
*FY '96	\$534,348

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$115,485
FY 1994: \$128,786
FY 1995: \$122,622
*FY '96 \$108,900

3. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: \$65,000
Source: Memberships, Conference Fees, Trade Mission Fees and Services.
Purpose: Fees collected to offset costs and to diversify revenue streams.
Sub-contractors hired: None.

FY 1994:

Amount: \$94,253
Source: Memberships, Conference Fees, Trade Mission Fees and Services
Purpose: Fees collected to offset costs and to diversify revenue streams.
Sub-contractors hired: None.

FY 1995:

Amount: \$364,547
Source: Grants, Contracts, Conference Fees, Memberships and Services.
Purpose: WTCAC has a long-term and annual workplan that incorporates the implementation of diversified revenue streams to serve as a more solid financial foundation.
Sub-contractors hired: The grant and special contracts required hiring temporary and term employees, but there were no sub-contracts issued by WTCAC.

4. How has your organization leveraged general fund dollars with other agencies for international activities?

The most evident method WTCAC has leveraged general fund dollars is by co-locating with the U.S. Commercial Service. Sharing of staff, equipment, facilities and library resources has leveraged general fund dollars we receive with those of the federal government. Through memberships, program fees, conference sponsorships collected from the private sector we have increased our leverage of general fund dollars each year since FY '91. We have secured minor contracts with other agencies for services that are uniquely WTCAC. We secured and have operated a U.S. federal grant leveraged by our general fund dollars to establish two overseas offices. We live leverage.

5. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

Increased stable funding could greatly enhance our ability to leverage increased outside sources of funds for greater overall success to Alaska.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

•**Tradeleads:** Provide qualified tradeleads through World Trade Center Network On-line (global) tradelead systems to member subscribers. Provide qualified tradeleads from Russian Far East offices (TROIKA-Alaska) to members of Troika Consortium in the areas of oilfield service, construction, transportation, communications and food products. Provide qualified tradeleads from sources such as European Bank for Reconstruction and Development, Trade Development Agency, World Bank and BISNIS. Disseminate tradeleads received from ASMI, OIT and the US Commercial Service. Provide access for members to visiting delegations who offer tradeleads and trade opportunities.

•**Trade Information:** Provide member-driven trade information, equitably, to members through weekly Tradewinds publication. Provide custom and confidential trade information to members on a individualized request basis. Trade inquiries range from visa processes, current market trends in a new market environment, transportation and communications vehicles and/or information on governmental finance or overseas procurement programs. Provide trade information in a structured "forum" presentation through educational programs, monthly luncheons, special programs (i.e. Financing Seminar - June '95) or Annual "Access The World" Conference.

•**Facility:** Continue to develop a one-stop-shop, international trade, export assistance center called a World Trade Center that serves as a catalyst to international trade for Alaskan firms. E.g. Centralizing private and public organizations stimulates opportunities for private sector firms to work together and use more trade facilitation services for increased success. E.g. 1) Visiting delegation tours World Trade Center Alaska and meets food brokers and financial analyst who can assist them in importing Alaskan product and formulate long-term financial plan for region. 2) Visiting WTCAL member meets Alaskan firms that can represent his products in new market region. Agreement for long-term working relationship is drafted.

•**Trade Missions:** WTCAL encourages participation in trade missions and trade shows, by disseminating information on available shows and missions throughout the world. Troika Alaska offers individualized and customized trade missions to the Russian Far East to realize the most direct benefit to firms to meet qualified business partners and obtain specific information to their companies business objectives. WTCAL has coordinated with the State of Alaska 3 trade missions to Moscow to provide a presence at the International Oil and Gas Exhibition. Additionally, WTCAL has acted as a feeder to the State of Alaska and Northern Forum trade missions to Japan, Russia and Taiwan. WTCAL coordinated in conjunction with the State of Alaska the most recent two trade missions to Taiwan, because of the high potential of that market to the Alaskan Seafood and Environmental Firms. The World Trade Center Alaska is organizing the first ever educational program on how to benefit from participation in overseas trade shows. Lastly, the WTCAL facilitated the first ever National Association of State Development Agencies grant for an independent Alaskan company to participate in an environmental trade mission in India.

•**Networking:** One of the "highest" valued services of the World Trade Center Alaska that promotes international trade opportunities. International business is about relationship building and the WTCAL advocates and actively promotes its staff and members to network with other trade capable companies and organizations, agencies - developing working partnerships wherever possible. Since the WTCAL is often used by its members as a clearinghouse of information and resources, the networking and contacts are invaluable.

•**Trade Education:** The comprehensive international trade educational program series promotes international trade opportunities to Alaskan firms by introducing expertise available in the State of Alaska, as well as sharing trade information that increases the success of these firms doing work overseas.

2. List other organizations in Alaska that provide similar services.

U.S. Commercial Service provides tradeleads and trade information.

State Office of International Trade provides seafood tradeleads from Japan/Korea/Taiwan.

Northern Forum, State of Alaska, local AK governments conduct trade missions, periodically.

The perception of companies throughout the State of Alaska is that some of these services are offered by a number of varying organizations and agencies and by a number of different individuals. They have expressed confusion about where to go for what.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

- MIOGE '95 - Alaskan company sold \$1 million product at Moscow Oil/Gas Trade Show.
- WTCAL introduces buyers/sellers for on-going food product transaction on Sakhalin. (There are many cases of successful on-going food product transactions occurring through the TROIKA Alaska project.)
- Capturing funding for Alaskan Environmental Company doing work in India.
- Supporting financing for two major projects in Russian Far East for Alaskan companies.

There are hundreds of success stories where World Trade Center Alaska has played a role. Companies regularly credit our role to the successful completion of a transaction. However, our role with each of these companies is on a confidential business development basis and it is not possible to disclose the specifics of that trade success or deal. Even with strong credibility with our members, many will not disclose the financial success to staff due to the proprietary nature of their business.

4. Define your targeted constituency for this activity.

World Trade Center Alaska Members

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes, see # 10, previous section. However, most trade promotion efforts are initiated at request or benefit to member companies.

6. Describe how these activities reflect your original mandate.

To facilitate international trade for members is our mission and the programs mentioned above are part of our license agreement requirements for services.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

We have four major component programs that promote the education level of the constituency.

a. **Educational Seminar Series:** A fall and spring semester program of short courses including Introduction to Export, Doing Business in the Russian Far East, Make the Most of International Trade Shows, International Patents, etc. This program is funded by the UAA, Alaska Center For International Business and coordinated by the World Trade Center Alaska.

b. **Special Programs:** World Trade Center offers special educational programs on a regular basis. In January 1995, we offered a Immigration and Naturalization workshop in conjunction with Hughes Thorsness Gantz Powell and Brundin. In June, we offered a full-day seminar on International Trade Finance hosting EXIM Bank, Trade Development Agency and the Export Assistance Center from Washington State. Additionally, every other summer we offer a program of Washington D.C. Programs that assist with international trade, called Partners for Profit. This is usually co-sponsored and spearheaded by Senator Frank Murkowski.

c. **Annual "Access The World" Conference:** The Annual World Trade Center Conference serves as a once a year educational program of timely seminars and topics relative to trade trends in finance, communications and transportation. This conference draws approximately 200 trade leaders from across the State of Alaska.

d. **The World Trade Center Alaska** has an established internship program that encourages Alaskan students at high-school through college to intern at the WTCAL for a semester. We have hosted approximately 25 interns since the establishment of the World Trade Center in Alaska. Students gain exposure, practical experience and close supervision from the staff of the WTCAL (three who started out as interns). Additionally, the WTCAL leverages its resources by using students to assist with WTCAL programs on a non-salaried basis.

2. List any similar activities conducted by other organizations in Alaska.

None.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Self-explanatory.

4. Define your targeted constituency for this activity.

Members and Non-Members. ALASKANS!

5. Is this activity is part of a coordinated effort to benefit Alaska.

No this is not part of a coordinated effort to benefit Alaska. THERE SHOULD BE A COORDINATED INTERNATIONAL TRADE EDUCATION EFFORT AS PART OF OUR INTERNATIONAL TRADE STRATEGY. KEY TO ALASKA'S FUTURE.

6. Describe how this activity reflects your original mandate.

As part of the World Trade Centers Association membership services includes continuing education programs related to trade. As part of the University, we respond to the commitment to educate Alaskans.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

All aspects of the World Trade Center programs previously described are designed to create jobs in the State of Alaska. Trade leads, trade finance, matching business interests together create business for our firms, thereby creating jobs. Additionally, we offer a service to members to collect and disseminate resumes of internationally qualified individuals to member companies seeking qualified applicants.

2. List any similar activities conducted by other organizations in Alaska.

See Question A.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

See Question A.

4. Define your targeted constituency for this activity.

WTCAK Members.

5. Is this activity is part of a coordinated effort to benefit Alaska.

See Question A.

6. Describe how this activity reflects your original mandate.

Self-imposed objective.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

Although our services, mandate and mission are focused in international trade and business, due to the nature of working with Alaskan companies doing international business, they often simultaneously seeking foreign investment for local projects. We do not formulate a foreign investment strategy for the State of Alaska, but we do meet with individuals such as representatives from the Exim Bank of Japan and USA-ROC Representatives who are seeking investment opportunities in Alaska. Our responsibility is limited to promoting our members projects and introductions to potential investors.

The USA-ROC Conference in Anchorage in September is a prime example of an outstanding opportunity for members to meet with potential investors for the long-term gain to Alaska's economic development. We have dedicated resources to the investment component of this conference for that reason.

2. List any similar activities conducted by other organizations in Alaska.

State of Alaska, Division of Investments

Anchorage Economic Development Corporation*

*AEDC has been working closely with WTCAC and others to present a professional and comprehensive Alaskan international investment conference.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska.

Members are seeking investment opportunities in natural resource development projects from Taiwan. It is obvious from AK's previous experience with Japan and Canada that foreign investment is critical to overall economic development of these type projects.

4. Define your targeted constituency for this activity.

WTCAC Members.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes, see # 10 in previous section.

6. Describe how this activity reflects your original mandate.

See #1, above.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

None.

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities goes about benefiting Alaska.

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

N/A

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

Although we work with companies on business development, we refer counseling to the U.S. Commercial Service because they offer that as a regular part of their service. Additionally, companies who need counseling are either new to international business and can benefit by being referred to educational programs topics or if they are trade capable, they may be seeking counseling and business assistance from those who offer those service in the private sector. We provide these referrals.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

WTCAK provides general referrals, but operates as a membership organization where we work with and for members only. We do manage the co-located international library with the US Commercial Service which is open to the general public.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

We concentrate most of our programs on (members) and those companies that are trade capable. Defined as: 1) An established business or organization with a successful product or service, 2) Having the commitment of the decision maker (in most cases CEO) to explore international markets 3) Making a financial commitment to international trade. It has been our experience that small and medium sized businesses can have great success in international markets, but they must have financial resources dedicated to trade for international communications, travel and resources otherwise they will not have success. We have been frustrated working with companies who don't meet these criteria, because we work so hard to bring together the information, resources, financing, networking to make business happen and they cannot succeed. We believe that the WTCAK membership fee in some ways, serves as a screening mechanism to establish their commitment to international business. This does not at all alienate companies that have not exported before or have limited experience and knowledge in exporting. It only means that once the case is made for international trade and they make the commitment, we will begin working toward that end.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

- 1. ☐ Yes
- 2. ☒ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

NORTHERN
FORUM,
Inc.

INSTRUCTIONS

Please complete all questions in all sections unless otherwise directed and make all responses as concise as possible.

Please return this completed questionnaire no later than September 1, 1995 to the following address:

Interim Legislative Task Force:
International Trade Strategy
c/o Senator Drue Pearce
716 West 4th Avenue, Suite 500
Anchorage, AK 99501
Tel: (907) 258-8185
Fax: (907) 258-0226

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Northern Forum, Inc.
Office of the Secretariat
4101 University Drive, APU
Carr-Gottstein Center, #221
Anchorage AK 99508

907-561-3280 -- telephone
907-561-6645 -- facsimile

noforum@igc.apc.org -- IGC e-mail
73251.563.CompuServe.com -- CompuServe

SECTION I, Programmatic Review

1. **What is your organization's international mission?**

The mission of the Northern Forum is to create a cooperative environment for the exchange of information among northern leaders and their constituents in Arctic and northern regions. The Northern Forum assists in solving problems, improving business, and developing the political infrastructure of all our member regions. This environment will also lay the foundation for other cooperative ventures.

2. How does this mission benefit Alaskans?

The Northern Forum (NF) provides Alaskans:

- Direct access to governors and, through the governors' offices, to businesses and universities in the other regions that would otherwise be unavailable.
- Information on potential areas of business and project-specific trade support.
- Education on the infrastructure, environmental concerns and culture of northern neighbors.
- Current and accurate political information on member regions.

The NF also expands potential business opportunities which use Alaskans as trainers, mentors and trade partners with regions in the Pacific Rim and beyond.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization.

The Northern Forum was established on November 8, 1991 by the joint agreement of 13 Regions of the north. On November 29, 1991 the Northern Forum was established as a non-profit corporation in the State of Alaska. (See attached Charter and By-laws).

4. What is your parent organization? (Department of Commerce, etc.)

N/A

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Serves as protocol office for our membership regions when delegations visit Alaska.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

Executive Director is nominated and elected by the Board of Directors (see attached list of Board of Directors). All other staff is hired by the Executive Director.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

The Northern Forum:

- Develops relations with governments across the north who can provide potential business partners to Alaskan businesses and provides direct access to governmental, business, and university representatives from member regions.
- Promotes policy exchange to improve the quality of environmental and resource management in these regions.
- Promotes international cultural and educational ties.

8. Are there other organizations in the state which conduct similar international activities? List all that apply.

- Department of Trade and Development
- World Trade Center
- American Russian Center

9. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

No.

10. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. American Russian Center (ARC)/American Center for International Business (ACIB)

2. Department of Trade and Development (DTD)
3. Department of Environmental Conservation (DEC)
4. Municipality of Anchorage
5. World Trade Center (WTC)

11. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc.)

Yes.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

The Northern Forum participates in the Russian Agency Work Group with several State-funded agencies and regularly works with these agencies on specific projects.

12. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- ☐ Foreign investment
☒ Supporting the international activities of Alaskan businesses
☒ Supporting other international activities of Alaskans (educational, cultural, etc.)

13. Does your organization operate international offices or employ overseas representatives.

Yes, qualified as shown below.

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

At no cost to the State of Alaska, associate Secretariats of the Northern Forum are operated in and independently funded by Northern Norway, the Sakha Republic in Russia and soon to be in Hokkaido, Japan.

Funding from the State of Alaska provides a small portion of the operating budget for maintaining the Office of the Secretariat in Anchorage, Alaska. The rest of the funding comes from membership dues.

At no cost to the State of Alaska, the Office of the Secretariat has three representatives, known as Regional Coordinators, who are sponsored by their governments.

14. Does your organization send representatives abroad?

Yes.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

It is the policy of the Northern Forum to send the permanent staff and regional representatives in the Secretariat to the organization's annual meeting, held in one of the membership regions. On September 7, 1995, the Northern Forum sent the Executive Director and staff members to Hokkaido, Japan for the General Assembly. Cost was \$2,100 per person.

Under the previous Executive Director, travel by the Executive Director to member regions for special projects was also part of the international travel budget. The new Executive Director has revised this policy.

15. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Under the previous executive director, trade missions were conducted to Harbin and Sakha.

16. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

- Work with ARC to create better communications facilities between Alaska and regions in the north which have business potential (especially in the Russian Far East).
- Work with DTD to promote Alaska abroad through our annual meetings.
- Work with the Division of Parks to provide tourism business opportunities to Alaska vendors and service providers.
- Participate in the Russian Agency Work Group.

17. **Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities**

We have only two full-time and two part-time employees that are paid by the Office of the Secretariat of the Northern Forum. They are:

Stephen C. Cowper, Executive Director (Part time)
Jacqueline A. Clark, Membership Services Manager
Lisa A. Shaw, Administrative Assistant
Jennifer Orell, Office Assistant (Part time)

Note, per request from Governor Knowles' office, the Fiscal 1996 grant of \$75,000 will only be applied to Mr. Cowper's salary and expenses and is not to be spent on the general operation of the Northern Forum.

There are two regional coordinators in this office, however their salaries are paid for by their respective governments. They are:

Satoru Murai, Hokkaido Government (Japan)
Yury Petrov, Sakha Republic (Russia)

18. **Who are your clients and how do they benefit from your activities?**

Our clients are our member regions, of which Alaska is one; within these regions there are government contacts, businesses, academic institutions as well as the general public.

19. **Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities. If so, please describe here or attach to your response.**

Yes, Secretariat work plans are attached. These work plans are approved by our Board Members.

20. **Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.**

An internal audit is currently being performed on behalf of the State of Alaska by Stephen C. Cowper, the new Executive Director.

21. Describe any ways your organization could be enhanced in order to serve Alaska better.

A representative from the State of Alaska to be stationed at the Secretariat could better coordinate activity and information with the State.

22. What are the barriers to achieving these enhancements?

Budget constraints.

23. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes. (See attached). The Board meets annually. Interim decisions are made by the Executive Committee (which includes the Board members from State of Alaska, Northern Norway, Hokkaido and Sakha Republic).

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993: \$282,151

FY 1994: \$585,573

FY 1995: \$337,138

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

	<u>Int'l Travel</u>	<u>Int'l Grant</u>	<u>Total Grant Funds</u>
FY 1993:	\$14,783	\$23,421	\$139,454 (\$39,454 over grant)
FY 1994:	\$32,386	\$13,925	\$103,556 (\$3,556 over grant)
FY 1995:	\$38,083	\$24,922	\$100,002 (\$2 over grant)

3. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: Unknown

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount: \$48,171

Source: General fundraising (\$1,671) & Alascom (\$6,500)
Hokkaido government (\$40,000)

Purpose: Circumpolar Flight & general operations

Sub-contractors hired: N/A

FY 1995:

Amount: \$45,000

Source: Hokkaido Government

Purpose: General Funding & toward Komi Oil Spill work

Sub-contractors hired: N/A

4. How has your organization leveraged general fund dollars with other agencies for international activities?

N/A

5. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to promote international trade opportunities for Alaskan companies.
 - The Northern Forum is not a trade organization. However, the Office of the Secretariat assists Alaska businesses in contacting regional governmental entities which have jurisdiction over business transactions.
2. List other organizations in Alaska that provide similar services.

No other organization in Alaska deals with such a broad international audience.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

Northern Forum priority project activity leads to business opportunities for Alaskans. For instance, the 1994 Circumpolar Expedition organized by Airline Management Services was part of a Northern Forum priority project. Airline Management Services is owned and operated by long-time Alaskans - Tandy and Ken Wallack.

Current projects which will involve Alaska businesses include a tourism training and development project. This project will involve Alaskan tourism agencies and service providers. Another project is the improvement of electronic communications between our membership regions. This project will rely heavily on the services of Alaskan telecommunications and network providers.

4. Define your targeted constituency for this activity.

Our membership regions of which the State of Alaska is one.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how these activities reflect your original mandate.

The Northern Forum does not have a mandate. However, these activities follow our mission by continuing to develop the important regional government connections between all of our members so that it is an easy-to-work-in cooperative environment makes way for trade opportunities.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to promote the international awareness or education level of the constituency.

- The Academy of The Northern Forum
- Education in the North

Both of these are priority projects for the Northern Forum that the State of Alaska has decided to participate in actively. This may involve on-site coordinators, frequent dialogue and assessment of progress in project objectives.

2. **List any similar activities conducted by other organizations in Alaska.**

There are none.

3. **Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.**

Both of these projects are still in the planning stages. The State of Alaska deemed itself an active participant in both projects at our General Assembly Meeting in Hokkaido, Japan in September 1995. Other regions joining Alaska as active participants in one or both of these projects are Hokkaido, Japan; Kamchatka, Russia; Khanty-Mansiysk, Russia; Lapland, Finland; Magadan, Russia; Northern Norway; Sakha Republic, Russia; and Vasterbotten, Sweden.

Once completed, these educational projects will bring knowledge and education to all arctic and northern peoples. As an active participant, the State of Alaska is in a prime spot to help promote international educational opportunities for itself and its fellow member regions.

4. **Define your targeted constituency for this activity.**

Our membership regions of which the State of Alaska is one.

5. **Is this activity part of a coordinated effort to benefit Alaska.**

Yes.

6. **Describe how these activities reflect your original mandate.**

The Northern Forum does not have a mandate. However, these activities follow our mission by continuing to develop the important regional government connections between all of our members so that an easy-to-work-in cooperative environment is developed and makes way for trade and other opportunities.

SECTION III, Question C: Creation of Jobs

1. **Please list and describe all of your organization's international activities which *directly promote job creation in the state.***

N/A. The Northern Forum has recently received a grant from the Eurasia Foundation to utilize Alaskan knowledge in tourism. This grant is to establish tourism on the Kamchatka Peninsula of Russia. Alaskans will assist with the project, however, there are no long term positions for Alaskans anticipated.

Job creation, whether in Alaska or our other member regions, is not part of the mission of the Northern Forum. However, jobs can be created through international business activities assisted by the Northern Forum.

2. **List any similar activities conducted by other organizations in Alaska.**

N/A

3. **Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.**

N/A

4. **Define your targeted constituency for this activity.**

N/A

5. **Is this activity part of a coordinated effort to benefit Alaska.**

N/A

6. **Describe how these activities reflect your original mandate.**

N/A

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state.*

N/A

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity part of a coordinated effort to benefit Alaska.

N/A

6. Describe how these activities reflect your original mandate.

N/A

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc.).

The international Priority Projects of the Northern Forum are listed below. At least three regions work together to support these cooperative projects. The participating regions are listed in italics, following the projects they promote. Note, Alaska is an active participant in all projects but one. The projects are developed in four major areas:

Academic

- The Academy of the Northern Forum (*Alaska, Hokkaido, Lapland, Magadan, Northern Norway, Sakha Republic, Vasterbotten*)
- Education in the North (*Alaska, Kamchatka, Khanty-Mansiysk, Magadan, Nenets*)

Environmental Protection

- Environmental Monitoring (*Alaska, Heilongjiang, Hokkaido, Korea, Magadan, Sakha, Sakhalin*)
- Wildlife Management (*Alaska, Heilongjiang, Hokkaido, Vasterbotten*)
- Environmental Health/Emergency Response (*Alaska, Kamchatka, Magadan, Sakha, Sakhalin*)
- Human Ecology (*Alaska, Magadan, Sakha*)

Sustainable Development

- Management of Marine Resources (*Alaska, Hokkaido, Kamchatka, Magadan, Nenets, Northern Norway*)
- Natural Processes and Mineral Resources in the Arctic (*Khanty-Mansiysk, Nenets, Sakha, Vasterbotten*)

Transportation, Trade and Tourism

- East-West and Circumpolar Air Routes (*Alaska, Heilongjiang, Hokkaido, Sakha, Sakhalin, Vasterbotten*)
- Northern Tourism (*Alaska, Kamchatka, Lapland, Vasterbotten*)

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. **Briefly explain how each of these activities goes about benefiting Alaska.**

Current projects that are supported by the State of Alaska should involve state businesses, universities, schools and the general public. The level of involvement is dictated by the participating region and not necessarily by the Office of the Secretariat. The Office of the Secretariat is to act as a conduit for the participating regions.

4. **Define your targeted constituency for this activity.**

Our membership regions of which the State of Alaska is one.

5. **Is this activity part of a coordinated effort to benefit Alaska.**

Yes.

6. **Describe how these activities reflect your original mandate.**

The Northern Forum does not have a mandate. However, these activities follow our mission by continuing to develop the important regional government connections between all of our members so that it is an easy-to-work-in cooperative environment makes way for trade opportunities.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. **Please estimate of the number of companies or individuals you would typically serve in a year.**

The Northern Forum does not offer personalized counseling or ad hoc assistance.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

The Northern Forum provides contact with regional leaders which leads to sales for Alaska businesses. For instance, facilitated the sale of \$29 million of diesel fuel to the Chukotka Autonomous Region by Petro Marine Services in 1994.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

No distinction. As was mentioned above, the Northern Forum will assist businesses recommended by the State's Department of Commerce in contacting key regional government officials.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☐ Yes
2. ☒ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

ALASKA
SEAFOOD
MARKETING
INSTITUTE

ASMI

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Alaska Seafood Marketing Institute
1111 W. 8th St., Suite 100
Juneau, Alaska 99801
Phone: 907-465-5560
Fax: 907-465-5572
E-Mail: alaska_seafood%commerce@state.ak.us

SECTION I, Programmatic Review

1. What is your organization's international mission?

To generically promote Alaska seafood in overseas markets on behalf of the Alaska industry (i.e. fishermen and processors). It should be noted that the bulk of ASMI's funding for international promotions comes from the federal government's Market Promotion Program (MPP) via an annual application process. Under this program, ASMI is authorized to promote Alaska salmon (all species and forms) in targeted markets that include Japan, Korea, Hong Kong, Australia, the United Kingdom, Ireland, the Netherlands, France, and Belgium.

2. How does this mission benefit Alaskans?

By maintaining established markets and developing new ones through marketing activities, ASMI enables Alaska industry to compete in an increasingly complex and competitive world marketplace. This effort, in turn, provides revenue and employment for fishermen, processors and their crews, as well as in related support fields such as transportation and supplies. The shifting focus in the international marketplace to further value-added products should additionally increase employment through entrepreneurial endeavors.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

Established in statute AS16.51 1983 and AS 16.51.020 1993.

4. What is your parent organization? (Department of Commerce, University, etc.)

Department of Commerce.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Following strict MPP guidelines, the following types of marketing activities occur in federally-authorized targeted markets: Consumer and trade advertising; public relations; branded and generic retail merchandising; generic materials production; trade shows; seminars; group and individual meetings with foreign trade partners; consumer and trade research; reverse trade and press trips to Alaska.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

All ASMI employees are exempt employees. The Executive Director is hired by the Board of Directors; staff are hired by the Executive Director.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

- A. Generic product promotions with foreign trade partners (importers, retailers, processors, etc.)
- B. Branded product promotions as above.
- C. Consumer and trade advertising featuring wild Alaska salmon.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

OIT - Seafood trade missions in Alaska (for countries not covered under ASMI's federal program). Because of budget reductions, these missions are not done at State expense. Participants in the missions pay their own way. ASMI and OIT coordinate the itineraries after direct communication with the participants.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

A detailed activity plan for each targeted market is a requirement under MPP and such a report is produced each fiscal year. A full copy of the FY 95 activity plan is attached, along with abbreviated activity recaps for FY 94 and FY 93.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

- 1. USDA, Foreign Agricultural Service
- 2. NMFS
- 3. ADF&G
- 4. OIT
- 5. Tourism

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc.)

Yes - Executive Director Art Scheunemann is the Chairman of the Marketing Subcommittee, Seafood Sector, Marketing Alaska. ASMI also works very closely with the Office of International Trade.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

The ASMI export program is described in this questionnaire and the attachments. The benefit to Alaskans is the continued support of the state's second largest industry - commercial fishing.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

Contracted Trade Liaisons: Ted Motoyoshi (Japan), Andrew Brown (England), Nelly Masson (France), Gary Lees (Australia), J. K. Park (Korea). Annual cost is \$250,000 from federal monies (MPP) and \$120,000 from State of Alaska general fund cash match.

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Each year, ASMI sends industry members and export staff overseas to numerous trade shows, conferences, business meetings, trade panels, and meetings with foreign seafood buyers. Attached is an overview of ASMI's Activity Plans for the last three years as well as a breakout of FY'94 foreign travel.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

ASMI-conducted trade missions and product promotions are too numerous to list. See activity plan outlines for the last three years that are included in this packet.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

An annual meeting of each department's personnel in charge of international programs to outline proposed activities. Once these individuals are identified, information could be shared in a more comprehensive and constructive manner to encourage joining forces where applicable to increase both cost and activity effectiveness.

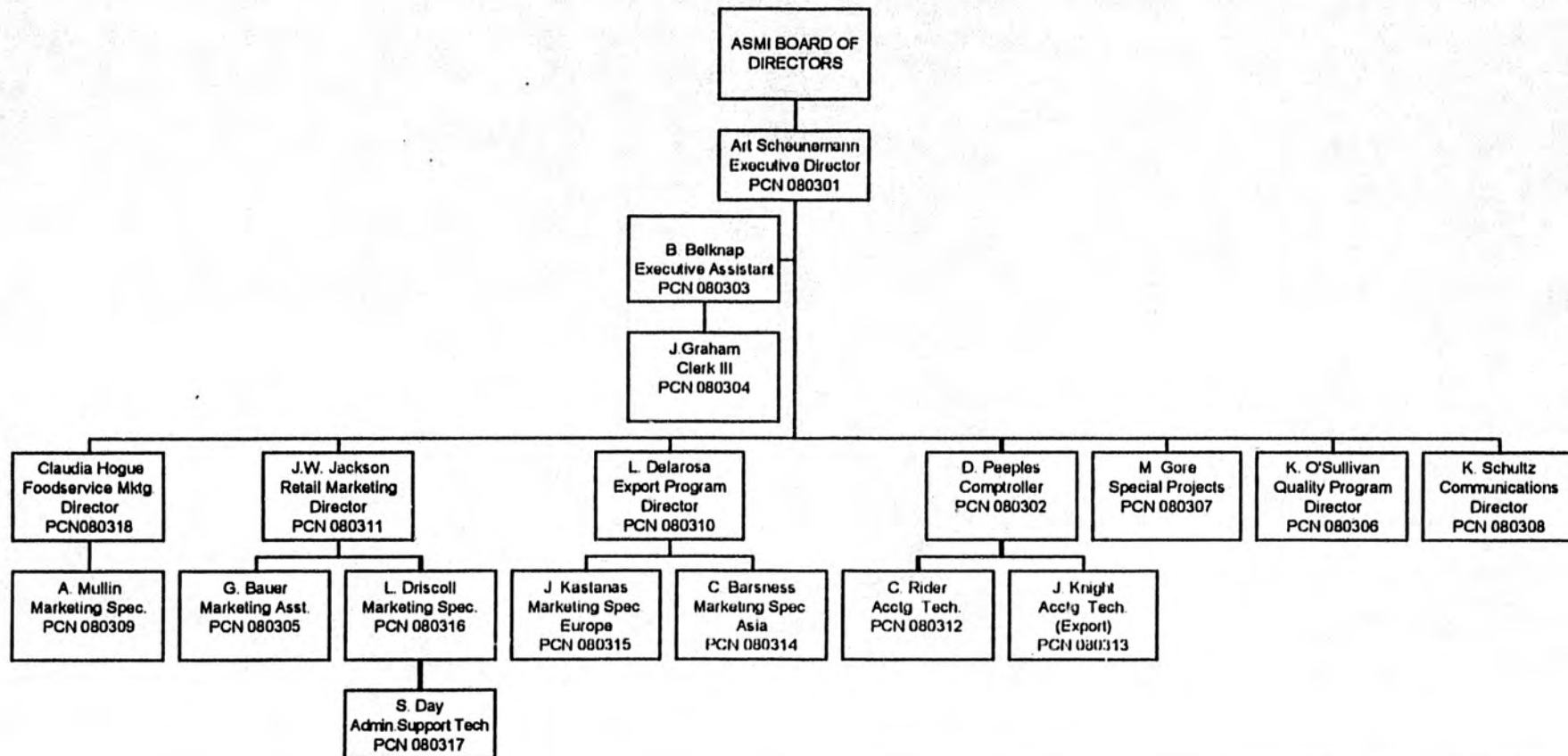
16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities.

Staff involved:

Name	Position
Art Scheunemann	Executive Director
Dwayne Peebles	Administrative Officer
Kevin O'Sullivan	Quality Program Director
Linda Delarosa	Export Program Director
John Kastanas	Marketing Specialist/Europe
Cheryl Barsness	Marketing Specialist/Asia
John Knight	Accounting Technician
Stephanie Day	Administrative Assistant
Mary Gore	Special Program Director
Barbara Belknap	Special Projects
Kristin Schultz	Communications Director

Organizational Chart attached.

ALASKA SEAFOOD MARKETING INSTITUTE
ORGANIZATIONAL CHART



17. Who are your clients and how do they benefit from your activities?

All fishermen and processors who pay an assessment to the State of Alaska. Benefits are defined in Questions 1 and 2 above.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

ASMI's international activities are directed by an industry Board of Directors and Export Promotion Committee. In addition, a needs assessment is conducted in country by the federal government trade officers to determine if markets are viable on an annual basis. By federal requirement, each activity is then evaluated for its effectiveness in meeting defined goals.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

ASMI's export program is audited annually by the federal government and by the State of Alaska. Copies of the most current audit findings are attached.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Staffing is sufficient and capable. An increase in the current percentage of cash match would allow ASMI to attract more federal dollars through MPP.

21. What are the barriers to achieving these enhancements?

State budget restrictions.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

A list of ASMI's Board of Directors and Export Promotion Committee is attached hereto.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993	\$12,915,200.00
FY 1994	\$13,034,700.00
FY 1995	\$14,699,116.00

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$550,000

FY 1994: \$550,000

FY 1995: \$550,000

3. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: \$8,545,000

Source: Federal Market Promotion Program

Purpose: Promotion of Alaska seafood in designated markets

Sub-contractors hired: 5 trade liaisons, 3 advertising agencies, 5 research companies

FY 1994:

Amount: \$7,251,100

Source: Same as above

Purpose: Same as above

Sub-contractors hired: Same as above

FY 1995:

Amount: \$5,641,690

Source: Same as above

Purpose: Same as above

Sub-contractors hired: Same as above

4. How has your organization leveraged general fund dollars with other agencies for international activities?

ASMI works with Tourism and the Office of International Trade to coordinate all trade trips we bring to Alaska each summer. OIT provides prospective buyers direct contacts for specialty and traditional seafood products, something ASMI is prohibited by law from doing. Tourism provides information to the foreign press for publication internationally. The tourism information helps sell the image of Alaska as natural and pure, a place great seafood comes from.

5. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

See attached activity plan outlines.

2. List other organizations in Alaska that provide similar services.

OIT - Seafood trade missions in Alaska. However, these missions are not done at State expense. Participants in the missions pay their own way. ASMI and OIT coordinate the itineraries.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

In 1992, ASMI was directed to expand its efforts beyond its established markets (Japan, the United Kingdom, France) and to begin to focus on market development. After successful application to the federal government (MPP), ASMI received authorization to begin marketing activities in Australia, Korea, and the Netherlands. To date, marketing efforts in those countries have resulted in increased volume exports of Alaska salmon that average 55%.

4. Define your targeted constituency for this activity.

Alaska fishermen and processors.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how these activities reflect your original mandate.

Promotion of Alaska salmon in these three targeted markets achieve three important goals: increased trade and consumer awareness of Alaska as an origin of high quality wild salmon; increased exports and consumption of Alaska salmon; provide Alaska seafood industry with an effective tool to combat dramatically increased competition from both farmed and wild salmon producers whose industries are heavily subsidized.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Bi-monthly newsletters
Public relations activities
Press releases
Media interviews
Industry meetings

2. List any similar activities conducted by other organizations in Alaska.

OIT through the State office in Japan produces a twice monthly newsletter that is the latest information on the Japanese market. The information is translated directly from the Japanese press. The newsletter also contains any trade leads that ASMI has received.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

All activities aim to keep Alaskan fishermen and processors aware of ASMI's international program activities and to educate its constituents on opportunities as well as the realities of the international marketplace.

4. Define your targeted constituency for this activity.

Alaska fishermen and processors.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Education of our constituents is of primary importance in arming them to face the challenges posed in the international marketplace by farmed and wild salmon competitors.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly* promote job creation in the state.

Promotions for Alaska seafood and trade trips. See answer #3 below.

2. List any similar activities conducted by other organizations in Alaska.

OIT - Seafood trade missions in Alaska. However, these missions are not done at State expense. Participants in the missions pay their own way. ASMI and OIT coordinate the itineraries.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

International marketing promotes the sale of Alaska seafood, improving demand and supporting the more than 12,000 commercial salmon fishermen in the state - 80% of which are Alaska residents. Trade trips bringing foreign buyers to the state create business opportunities for Alaska seafood processors, business for tourism oriented companies and brings revenues to the transportation industry. Sales of Alaska seafood increase business for Alaska shipping companies.

4. Define your targeted constituency for this activity.

Alaska fishermen and seafood processors.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes, when possible with OIT and Tourism.

6. Describe how this activity reflects your original mandate.

ASMI is charged with generically promoting Alaska seafood products.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

The seafood industry includes over 600 processors and 12,000 fishermen. All benefit directly or indirectly.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

ASMI provides information on specific markets we have programs in to anyone who writes or calls our office. We also have information on sales opportunities we receive through trade shows and information on exporting in general.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Both--ASMI provides information to anyone who needs it providing that we have it. The information is tailored to fit the individual company or individual's request.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☐ Yes
2. ☒ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

UNIV. OF ALASKA
SMALL BUSINESS
DEVELOPMENT
CENTER

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

University of Alaska Small Business Development Center
430 W. 7th Avenue, Suite 110
Anchorage, Alaska 99501
(907) 274-7232, fax (907) 274-9524

SECTION I, Programmatic Review

1. What is your organization's international mission?

The UASBDC provides one-on-one counseling to business owners or prospective business owners. If a client is interested in doing business internationally or needs counsel relative to current exporting activities, the UASBDC counsels the client appropriately.

2. How does this mission benefit Alaskans?

Assists Alaskan businesses in expanding markets/increasing sales.

3. Is your organization established in statute or created administratively?
Please list here or attach your enabling statute or administrative order or document establishing your organization?

The SBDC program was established by Federal statute under the Small Business Administration.

4. What is your parent organization? (Department of Commerce, University, etc.)

The University of Alaska Anchorage.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees?

All positions within the organization are permanent term, funded with grant funds.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Individual counseling to small business owners or prospective small business owners.

B.

C.

7. Are there other organizations in the state which conduct similar international activities?
List all that apply.

No.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities? Please identify here and attach to your response.

No reports specific to international activities only have been filed. Regular semi-annual reports are filed with SBA and the Division of Economic Development. A copy of the most recent report is enclosed.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. N/A

2.

3.

4.

5.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

No.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

N/A

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses through business counseling

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives?

No.

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

No.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

None

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

Develop outcome, performance-based measures and an annual evaluation system for each organization involved.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities.

N/A

17. Who are your clients and how do they benefit from your activities?

Our clients are Alaskan small business owners or prospective Alaskan small business owners. Benefits to clients from our activities are manifested in a variety of ways: loans are received, businesses are opened/expanded/saved, jobs are created, Sales are increased, businesses are expanded. In certain cases, some individuals decide not to go into business when they discover in counseling that they have overlooked critical areas of planning for their business that would prevent them from being successful.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.
If so, please describe here or attach to your response.

N/A

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

Yes. The Alaska District office of the Small Business Administration conducts regular reviews. An extensive on-site review is performed by-annually by an external SBDC/SBA team.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Stabilized funding. Funding to expand services to rural areas.

21. What are the barriers to achieving these enhancements?

Annual budget cycles. Fiscal gap.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes. See attachment.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

(NOTE: Fiscal year is October 1 - September 30)

FY 1993 - \$1,052,342

FY 1994 - \$1,593,693 (significant funding increase attributed to the addition of Alaska Technology Transfer Assistance Center funded through a TRP award at a level of \$440,000 for FY 1994.)

FY 1995 - \$1,767,400 (significant funding increase attributed to the addition of Kenai Subcenter funded by First National Bank at a level of \$98,000 per year for three years, and Juneau Microloan program Federally funded at \$125,000 per year.)

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

(NOTE: Fiscal year is October 1 - September 30)

FY 1993: 0

FY 1994: 0

FY 1995: 0

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993: N/A

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount: \$89,290.

Source: USAID

Purpose: Exchange of business women between Yakutsk to promote small business opportunities.

Sub-contractors hired: None

FY 1995: N/A

Amount:

Source:

Purpose:

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

N/A

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☒ Yes

☐ No

At a minimum service level.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

None.

2. List other organizations in Alaska that provide similar services.

N/A

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

A client involved in selling high quality seafood to Far East markets was assisted in preparing a marketing brochure to be distributed during a U.S.-sponsored trade trip to China, Taiwan and Korea.

Clients in Barrow and Kiana were assisted in developing strategies to attract foreign visitors to those communities in the winter. Both clients sent text and pictures suitable for magazine publishing to editors in Japan and Germany.

The Fairbanks subcenter coordinated the exchange of business women from Fairbanks and Yakutsk. The Fairbanks women traveled to Yakutsk in order to establish contacts and resources for future exchanges; the Yakutian women travelled to Fairbanks for the purpose of receiving training in American culture, democracy and small business development in accordance with the special USIA grant proposal guidelines secured for this unique program.

The Fairbanks Director coordinated a series of meetings between local jewelry manufacturers and a buyer from JETRO (Japan External Trade Organization). A representative from JETRO met with five merchants and placed purchase orders with two of them, displaying the merchandise at a Japanese trade show. Directly resulting from this purchase, one of the Fairbanks merchants received a \$6500 purchase order from a private Japanese firm for gold and silver hand-made jewelry.

4. Define your targeted constituency for this activity.

N/A

5. Is this activity part of a coordinated effort to benefit Alaska.

N/A

6. Describe how these activities reflect your original mandate.

Provide one-on-one business counseling.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

We offer, on average, 2-3 seminars per year relating to international trade. We typically co-sponsor these seminars with international trade service providers.

2. List any similar activities conducted by other organizations in Alaska.

Workshops
Conferences

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Workshops provide educational information on doing business internationally. SBDC co-sponsorship expands exposure.

4. Define your targeted constituency for this activity.

All small businesses or prospective small business owners.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Provide business education and training to small business owners or prospective small business owners.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

All of our activities, whether internationally focused or not, promote the creation of jobs in Alaska.

2. List any similar activities conducted by other organizations in Alaska.

No other organization provides comprehensive statewide business counseling and training.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

Increased business revenues, expansion of businesses provides additional jobs.

4. Define your targeted constituency for this activity.

All small businesses or prospective small business owners.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

SBA requires economic impact data on new businesses started; jobs created; jobs retained; increase in sales; loans obtained for businesses.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

N/A

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska.

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

N/A

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

N/A

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities goes about benefiting Alaska.

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

N/A

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

The SBDC program typically serves over 3500 individuals per year.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

Comprehensive business counseling to include business plan preparation, assistance with loan application completion, marketing assistance, procurement assistance, technical assistance, referrals to other private/public sources, etc. Training on a wide variety of business topics is offered regularly.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

We provide counseling assistance to businesses in all stages of export readiness.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

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AEDC

SECTION I, Programmatic Review

1. What is your organization's international mission?

To market Anchorage business and investment opportunities to overseas companies. Generally speaking these opportunities are related to airport and light manufacturing industries.

2. How does this mission benefit Alaskans?

To the extent we are successful with the above the benefit to Alaska will be increased jobs, revenues and other economic benefits.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

AEDC is a private, nonprofit corporation.

4. What is your parent organization? (Department of Commerce, University, etc.)

Not applicable.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

Not applicable.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Regular marketing visits to key overseas cities, predominately in Asia.

B. To the extent possible our marketing materials are produced in the language of the country we have targeted our efforts.

C. In addition to generic marketing pieces, AEDC has developed expertise in producing company specific proposals.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

Unknown.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities? Please identify here and attach to your response.

Yes, AEDC reports its international efforts to the municipality of Anchorage and when appropriate, to the Anchorage International Airport in the form of activity reports.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. Office of International Trade
2. Anchorage International Airport
3. Division of Tourism
4. Division of Economic Development
5. Anchorage Convention and Visitor's Bureau

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

Not applicable.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- ☒ Foreign investment
☐ Supporting the international activities of Alaskan businesses
☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

No

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

AEDC staff conducts regular trips to key Asian cities; to a lesser extent, to major European cities. The purpose of these trips is to market Anchorage business and investment opportunities.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Not applicable.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

In recent weeks the State has taken steps to coordinate the activities of Office of International Trade, the Division of Economic Development and the Division of Tourism. In the context of our international marketing efforts, we would like to see the overseas offices be given the resources, staffing and mandate to become more proactive in assisting organizations like ours. For example, our visits to cities where the state maintains offices could be even more productive if staff of the offices were empowered to provide expanded pre and post AEDC visit assistance.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

1. Overseas Projects Director, Greg Wolf
2. President, (currently Acting President, Greg Wolf)

17. Who are your clients and how do they benefit from your activities?

Our "clients" are the more than 160 Anchorage businesses who support AEDC, the Municipality of Anchorage, and the State of Alaska.

**18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.
If so, please describe here or attach to your response.**

Not applicable.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

AEDC's financial records are routinely audited by independent auditors who make management recommendations when necessary.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Continued funding and cooperative efforts with Municipal and State agencies.

21. What are the barriers to achieving these enhancements?

Success in this endeavor requires focused efforts to continue these cooperative relationships.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

See attached list of board members.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

AEDC is a private, nonprofit corporation and does receive a budget from the State of Alaska.

FY 1993

FY 1994

FY 1995

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

AEDC has not received general fund dollars specifically earmarked for international activities.

FY 1993:

FY 1994:

FY 1995:

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993: (AEDC operates on a calendar year basis)

Amount: approximately \$15,000

Source: Private (\$12,000) Public (\$3,000)

Purpose: Marketing trips and materials

Sub-contractors hired: not applicable

FY 1994: (AEDC operates on a calendar year basis)

Amount: approximately \$20,000

Source: Private (\$17,000) Public (\$3,000)

Purpose: Marketing trips and materials

Sub-contractors hired: not applicable

FY 1995: (AEDC operates on a calendar year basis)

Amount: approximately \$20,000

Source: Private (\$17,000) Public (\$3,000)

Purpose: Marketing trips and materials

Sub-contractors hired: not applicable

3. How has your organization leveraged general fund dollars with other agencies for international activities?

Not applicable

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☒ Yes

☐ No

Our "yes" is based on the assumption that AEDC will continue receive funding support from the Municipality of Anchorage, the Division of Economic Development, the Division of Tourism, and the Anchorage International Airport. Also, our "Yes" answer assumes that funding from the private sector can be maintained, if not expanded.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

AEDC is not in the trade promotion business per se. However, we have successfully negotiated an incentive back-haul rate with Sea-Land for South-bound containers shipments by Anchorage-area exporters.

2. List other organizations in Alaska that provide similar services.

None

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

AEDC is not in the trade promotion business; our efforts are geared mainly toward attracting foreign participation in Anchorage area business and investment projects.

4. Define your targeted constituency for this activity.

Not applicable

5. Is this activity part of a coordinated effort to benefit Alaska.

This activity benefits participating Anchorage-area businesses.

6. Describe how these activities reflect your original mandate.

The incentive back-haul rate is consistent with our goal of promoting local light manufacturing for export to domestic and overseas markets.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

AEDC is not involved with international awareness or education programs. However, from time to time, in the course of our regular international marketing efforts, we are able to identify specific opportunities for Anchorage-area companies and share information with them.

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Not applicable

4. Define your targeted constituency for this activity.

Not applicable

5. Is this activity is part of a coordinated effort to benefit Alaska.

Not applicable

6. Describe how this activity reflects your original mandate.

Not applicable

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

A. Regular marketing visits to key overseas cities, predominately in Asia.

B. Conduct seminars and participate in overseas trade shows.

C. Produce industry-specific and generic brochures, videos and other marketing materials

D. In addition to these marketing materials, AEDC has developed expertise in producing company-specific proposals in connection with Anchorage-area business and investment projects.

Success with these and other efforts which leads to foreign investment in Anchorage will ultimately result in the creation of new jobs for the city and state.

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

Success with these activities will lead to greater job opportunities for Alaskans.

4. Define your targeted constituency for this activity.

Leading foreign companies involved with airport-related business and certain light manufacturing operations. In addition, local companies who would participate in or support such ventures in Alaska.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Unknown

6. Describe how this activity reflects your original mandate.

This activity is consistent with our goal of fostering expanded airport-related development as well as light manufacturing for domestic and overseas export.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

- A. Regular marketing visits to key overseas cities, predominately in Asia.
- B. Conduct seminars and participate in overseas trade shows.
- C. Produce industry-specific and generic brochures, videos and other marketing materials
- D. In addition to these marketing materials, AEDC has developed expertise in producing company-specific proposals in connection with Anchorage-area business and investment projects.

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

By informing foreign companies of business and investment opportunities which exist in Anchorage and providing them with detailed analysis of how their company could benefit by an investment in Anchorage.

4. Define your targeted constituency for this activity.

Leading foreign companies involved with airport-related business and certain light manufacturing operations. In addition, local companies who would participate in or support such ventures in Alaska.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Unknown

6. Describe how this activity reflects your original mandate.

This activity is consistent with our goal of fostering expanded investment in airport-related development as well as light manufacturing for domestic and overseas export

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

Marketing Anchorage and Alaska to international airlines and travel companies.

2. List any similar activities conducted by other organizations in Alaska.

Coordinated efforts are conducted by AEDC and the following:

Anchorage International Airport
Alaska State Division of Tourism
Anchorage Convention and Visitors Bureau

3. Briefly explain how each of these activities goes about benefiting Alaska.

Increased passenger service will result in growth of the local tourism industry.

4. Define your targeted constituency for this activity.

Major international airlines and leading travel companies.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes

6. Describe how this activity reflects your original mandate.

This activity is consistent with AEDC's goal of fostering the development and expansion of the local tourism industry.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☐ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

INSTITUTE OF
SOCIAL AND
ECONOMIC
RESEARCH
(ISER)

INSTRUCTIONS

Please complete all questions in all sections unless otherwise directed and make all responses as concise as possible.

Please return this completed questionnaire no later than December 12, 1995 to the following address:

Interim Legislative Task Force:
International Trade Strategy
c/o Senator Drue Pearce
716 West 4th Avenue, Suite 500
Anchorage, AK 99501
Tel: (907) 258-8185
Fax: (907) 258-0226

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Institute of Social and Economic Research (ISER)
University of Alaska Anchorage
3211 Providence Drive
Anchorage AK 99508

Tel 786-7710, Fax 786-7739

e-mail ayiser@orion.alaska.edu

SECTION I, Programmatic Review

1. What is your organization's international mission?

ISER's international mission is strictly ancillary to its other activities as the University of Alaska's social science research and information center.

ISER's international mission over the years has taken several forms:

- Σ establishing relations with Russian research, educational, and governmental institutions, particularly those dealing with northern and Russian Far East (RFE) issues, for exchange of published materials, information, and specialists, and for other activities that would enhance ISER's ability to serve Alaska and strengthen Russian's capability to deal with their needs
- Σ promote understanding of market economics, resource management, democratic institutions
- Σ support of Alaska state government efforts in creating ties with Russia

2. How does this mission benefit Alaskans?

Helps transfer useful knowledge, establish economic and social ties, strengthen peaceful coexistence

3. Is your organization established in statute or created administratively? Yes

Please list here or attach your enabling statute or administrative order or document establishing your organization?

Established by AS1440.110

4. What is your parent organization? (Department of Commerce, University, etc.)

University of Alaska Anchorage

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

none

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

There are no political or board appointments

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Professional economics education, preparation of economics education materials for school and college students

B. Professional economists' analyses of RFE regions, resource sectors, etc.

C. Salmon Market Information Service

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

[how can there be "other organizations" doing similar if ours is "unique"? in any case, none could be as good!]

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

No official reports filed.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. ARC
2. ACIB
3. OIT/DTD
4. Northern Forum
5. Governor's Office

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc) No

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ 2_ Supporting the international activities of Alaskan businesses

☐ 1_ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

No

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

ISER does not send representatives abroad (it has sponsored travel by dozens of researchers, state officials, and others - too numerous to list by trip or calculate costs)

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign? N A

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

As a university organization, ISER has no recommendations. However, ISER is represented on

the state's Russian Agency Working Group.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

ISER is an organization of professionals and does not maintain an organization chart, as working relationships change with different projects.

Victor Fischer, Steve Jackstadt, Lee Huskey, Gunnar Knapp, Jack Kruse, Greg Protasel

17. Who are your clients and how do they benefit from your activities?

Clients include Alaska state agencies, businesses, fishermen and fish processors and others - benefiting through analyses, provision of data and other information, and opportunities for direct contacts and special assistance.

Russian clients benefit from greater understanding of market economics and democratic governance; direct contacts with Alaska businesses, public officials, professionals, and others; and opportunities to learn about and visit Alaska.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response. N o

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response. ISER has been regularly audited as part of the university, but management audits did not focus on international aspects.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Send money!

21. What are the barriers to achieving these enhancements?

State and federal budget constraints

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members. N/A

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993 1.5 million

FY 1994 1.6 million

FY 1995 2.4 million

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: 0

FY 1994: 0

FY 1995: 0

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

6

Amount: 150,000

Source: US Department of State, Man and the Biosphere Program (MAB)

Purpose: Canada/Alaska caribou management effectiveness

FY 1994:

Amount: 243,800

Source DCED, MAB, USIA/ARC

Purpose: Canada/Russia Salmon Herring Market Research, caribou management, regional government exchanges

FY 1995

Amount:: 345,939

Source: : Academy for Educational Development, MAB, USIA/ARC

Purpose: oil and gas investment training, regional government exchanges, caribou management

3. How has your organization leveraged general fund dollars with other agencies for international activities?

N/A

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes [is there such an animal who says yes?] ☒ No [of course not!]

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions **has** [have] six parts.
- Please use examples of organizational activities or programs for completing this section.

Include things like seminars, trade shows, special community events, etc.

7

- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

N/A

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to ***promote the international awareness or education level of the constituency.***

[not sure what you mean by constituency]

Σ lecture on market economics, in Russian universities
Σ prepare economics text books and related materials specifically for Russia

2. List any similar activities conducted by other organizations in Alaska.

ARC, UAA, UAF, UAS, APU - all to a minor extent in economics, more in business management.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Does not, except in making Russians more knowledgeable how to work with Alaska firms

4. Define your targeted constituency for this activity.

Russian university and school students, the general Russian public

5. Is this activity is part of a coordinated effort to benefit Alaska.

No

6. Describe how this activity reflects your original mandate.

Like the US Constitution, mandates evolve and adapt over the decades. ISER is more than 40 years old. Since ISER's initiation, the university has adopted international outreach as one of its basic missions.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which ***directly promote job creation in the state.***

ISER does not "directly promote job creation..."

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to ***promote foreign investment in the state.***

ISER does not conduct activities to "promote foreign investment"

SECTION III, Question E: Other International Activities

1. Please briefly describe ***any other international activities your organization conducts*** (cultural, sports, etc).

ISER conducts the following international activities that do not fall into the above categories:

- Σ Operate the **Salmon Market Information Service**, funded through the 1-percent tax on salmon landings, to bring Alaska salmon harvesters accurate, unbiased information about world salmon markets. (UAA's ACIB tracks foreign market conditions.) Regular periodicals include **Salmon Market Bulletin** (2-page newsletter, eight times per year), **Currents: A Journal of Salmon Market Trends** (eight-page newsletter, three times per year), **Salmon Retail Price Report** (weekly one-page report), **New Product Report** (four-page, four times a year). **Technical Reports** and **Faxback Reports** cover various topics and data series and are available upon request.
- Σ Studies undertaken for Alaska Department of Commerce and Economic Development include **The Japanese Salmon Market: An Introduction for Alaskans**, **A Comparison of Salmon Prices in Alaska and Canada**, and **The Russian Salmon Industry, An Initial Review**. These reports were authored by Gunner Knapp and others.

- Σ Under a grant from the Eurasia Foundation, 1 Russian economist is working with ISER to adapt Alaska information to Russian conditions so as to facilitate market economy understanding and development in Magadan region.
- Σ Support is given to the Magadan Region Administration and International Pedagogical University in the their project on the Partnership between Magadan and Alaska for economic and social development of the two regions.
- Σ Manage a state-level regional government exchange program between Alaska and Russian Far East regions. Federally funded through ARC, the project organizes visits by top officials and specialists in accordance with specific needs identified by governors, legislative leaders and other top officials.

ALASKA
SCIENCE +
TECHNOLOGY
FOUNDATION

ASTF

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Alaska Science and Technology Foundation
4500 Diplomacy Drive
Suite 515
Anchorage, AK 99508-5918

(907) 272-4333 phone
(907) 274-6228 fax

SECTION I, Programmatic Review

1. What is your organization's international mission?

HB 390, Sec. 37.17.010 (b) The purpose of the foundation is to promote and enhance through basic and applied research; economic development and technical innovation in Alaska; public health; telecommunications; and sustained growth and development of Alaskan scientific and engineering capabilities.

ASTF does not have a separate defined international mission.

2. How does this mission benefit Alaskans?

Alaska benefits from successful projects which develop science and technology to solve problems or realize opportunities in developing the state's economy and improving public health.

3. Is your organization established in statute or created administratively? Please list here or attach your enabling statute or administrative order or document establishing your organization?

Established in Statute, HB 390 attached.

4. What is your parent organization? (Department of Commerce, University, etc.)

Administratively attached to Department of Commerce & Economic Development.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Not applicable

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

Sec 37.17.080 The board of directors shall employ and determine the salary of an executive director, subject to AS 37.07. The director may, with approval of the board, select and employ additional staff as necessary. An employee of the

foundation, including the executive director, may not be a member of the board. The executive director and the other employees of the foundation are in the exempt service under AS 39.25.110.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Not applicable

B.

C.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

Not applicable

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

No

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. Arctic Research Commission
2. International Society for Cold Region Development
3. International Technology Exchange Center
4. International Technology Administration
5. Circumpolar Affairs, Ottawa, Ontario, Canada

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

ASTF Executive Director, James Kenworthy is a member of the Technical Services Committee of the Marketing Alaska initiative.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

See Marketing Alaska program guidelines

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

NOTE: ASTF supports projects and individual project managers which undertake research and technology development commercialization activities which often involve scientists and business people throughout the world. So only in this secondary or indirect impact can ASTF be considered to support the international activities of Alaskan businesses.

12. Does your organization operate international offices or employ overseas representatives

No

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

ASTF has only sent a representative abroad once. This response assumes that meetings in Canada are not considered abroad.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Robert Harris, Technology Administrator attended the International Society for Cold Region Development 1994 Symposium and related events. Travel destinations were Finland, Norway, Copenhagen and Stockholm, Sweden. Total cost was \$5,727.00 or rounded \$6.K.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Not applicable

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

ASTF has no recommendation for a coordinated international policy in Alaska.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

The current organizational chart is attached. A new Executive Director, was hired on June 28, 1995; so it is possible there will be changes in the coming year to the organizational chart.

17. Who are your clients and how do they benefit from your activities?

ASTF clients include private industry, including entrepreneurs and existing businesses, the University of Alaska and other academic institutions as well as state agencies; international research agencies, private research organizations, and the general public.

Clients benefit from ASTF's activities through the promotion and enhancement of basic and applied research, economic development and technical innovation in Alaska. ASTF activities also benefit public health, telecommunications and the sustained growth and development of Alaskan scientific and engineering capabilities.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

Not in order to assess the usefulness of international activities. ASTF has an outside evaluation of its grants program.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

ASTF has not undergone an external or internal management audit.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

This answer applies to the overall mission of ASTF. ASTF is in the process of revising its grant or project process to bring in at the start the end user of the research or technology, or the financier for the technology. In addition, ASTF plans to work with industry to analyze a number of goods-producing sectors to define group projects which could add value and produce products from Alaskan resources.

21. What are the barriers to achieving these enhancements?

The size and structure of the private sector in Alaska, and in particular, the need for business people to survive in the near term, acts as an understandable constraint to working with ASTF and other businesses, and scientists on longer

longer term opportunities. So even longer term projects must be designed for shorter term paybacks for both technology developers and users.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Sec. 37.17.040 Board of Directors (a) The foundation is governed and administered by a board of directors appointed by the governor to serve staggered terms of four years. (membership list attached)

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993 \$9,543.1

FY 1994 \$9,609.7

FY 1995 \$9,789.9

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$ 0.0

FY 1994: \$ 6.0

FY 1995: \$ 0.0

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: Not Applicable

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount: \$ 6.0

Source: **ASTF Endowment interest earnings.**

Purpose: **Attendance at the International Society for Cold Regions Development 1994 Symposium.**

Sub-contractors hired: **N/A**

FY 1995: **Not applicable**

Amount:

Source:

Purpose:

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

ASTF does not use general fund dollars.

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

xx_ Yes

This answer assumes that there are no additional legislative earmarks of ASTF earnings.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

Not applicable

2. List other organizations in Alaska that provide similar services..

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

4. Define your targeted constituency for this activity.

5. Is this activity part of a coordinated effort to benefit Alaska.

6. Describe how these activities reflect your original mandate.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Not applicable

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

Not applicable

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

Not applicable

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question E: Other International Activities

Not Applicable

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities goes about benefiting Alaska.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate the number of companies or individuals you would typically serve in a year.

7,546

This number reflects the number of information calls ASTF receives on a daily basis as well as the number of ASTF Grants Information Booklets and forms distributed by ASTF staff and circuit riders.

2.

Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

- A. One on one personalized counseling sessions.
- B. Referrals to other private or public sources of information and funding.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

ASTF generally is assisting companies with small start-up ventures. The large majority of companies that ASTF assists are not at the stage of development to consider exporting products.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

- 1. ☐ Yes
- 2. ☒ No Not International

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

Chapter 17. Alaska Science And Technology Foundation.

Section

- 10. Foundation established
- 20. Establishment and investment of endowment
- 30. Endowment income, expenses, and grants
- 40. Board of directors
- 50. Election of officers
- 60. Quorum

Section

- 70. Meetings and reimbursement for expenses
- 80. Staff
- 90. Grant procedures, limitation, and requirements
- 100. Conflict of interest
- 110. Regulations

Sec. 37.17.010. Foundation established. (a) The Alaska Science and Technology Foundation is established as a public corporation in the Department of Revenue.

(b) The purpose of the foundation is to promote and enhance through basic and applied research: economic development and technological innovation in Alaska; public health; telecommunications; and sustained growth and development of Alaskan scientific and engineering capabilities. (§ 1 ch 37 SLA 1988)

Sec. 37.17.020. Establishment and investment of endowment.

(a) In order to support the foundation, the Alaska science and technology endowment is established, consisting of money appropriated to the endowment for the benefit of the foundation.

(b) The endowment shall be held and invested by the Alaska Permanent Fund Corporation subject to AS 37.13.120; however, net income from the endowment shall be distributed under this chapter. Net income from the endowment may not be included in the computation of net income available for distribution under AS 37.13.140. (§ 1 ch 37 SLA 1988)

Sec. 37.17.030. Endowment income, expenses, and grants.

(a) The distribution of the income and realized capital gains of the endowment is subject to AS 37.07. The net annual realized capital gains of the endowment may be equally divided between the income and the principal of the endowment. Upon application of the foundation's board of directors or its authorized representative, after authorization under AS 37.07 the Alaska Permanent Fund Corporation shall pay to the foundation the income appropriated.

(b) In addition to endowment income, the foundation may receive gifts, grants, and other aid. The foundation may accumulate income, gifts, grants, and other aid from any one year and distribute them in a later year.

(c) The administrative expenses of the foundation are subject to AS 37.07 and shall be paid from the income of the endowment.

(d) The board of directors shall distribute the income of the endowment through competitive grants under this chapter. The board may disburse money that is received by the foundation for special or general purposes.

(e) Subject to AS 37.07, the board of directors may pay into the principal of the endowment any part of the endowment income. Money paid to the principal under this subsection may not later be withdrawn by the board of directors. (§ 1 ch 37 SLA 1988)

Sec. 37.17.040. Board of directors. (a) The foundation is governed and administered by a board of directors appointed by the governor to serve staggered terms of four years. A member serves on the board until a successor qualifies and is appointed. A member of the board of directors may be removed from the board by the governor for cause.

(b) The board of directors is composed of nine members, as follows:

(1) two members must be scientists or engineers residing in Alaska who are recognized contributors in the science or engineering fields, one of whom is employed by the University of Alaska;

(2) two members must be scientists or engineers residing outside Alaska who are recognized contributors in the science or engineering fields;

(3) four members of the public, at least two of whom have recognized expertise or experience in resource development, manufacturing, finance, telecommunications, or public health;

(4) one member who is employed by a department or agency of the state, other than the University of Alaska. (§ 1 ch 37 SLA 1988)

Sec. 37.17.050. Election of officers. The board of directors shall elect a chairperson and a secretary from its members, each to serve for a term not to exceed two years. (§ 1 ch 37 SLA 1988)

Sec. 37.17.060. Quorum. A majority of the voting members of the board constitutes a quorum for the transaction of business. (§ 1 ch 37 SLA 1988)

Sec. 37.17.070. Meetings and reimbursement for expenses. The board shall meet at least twice a year. Additional meetings may be called at the discretion of the chairperson. Board members are entitled to per diem and travel expenses authorized for boards and commissions under AS 39.20.180. Board members not employed by the state or the University of Alaska receive an honorarium of \$200 for each day spent on official business of the board, not to exceed a total of 30 days per annum. (§ 1 ch 37 SLA 1988)

Sec. 37.17.080. Staff. The board of directors shall employ and determine the salary of an executive director, subject to AS 37.07. The executive director serves at the pleasure of the board. The executive director may, with approval of the board, select and employ additional staff as necessary. An employee of the foundation, including the executive director, may not be a member of the board. The executive director and the other employees of the foundation are in the exempt service under AS 39.25.110. (§ 1 ch 37 SLA 1988)

Sec. 37.17.090. Grant procedures, limitation, and requirements. (a) The board of directors shall provide adequate and appropriate notice of all solicitations for grant proposals at least once a year. The board shall give preference, consistent with the purposes of this chapter, to soliciting proposals for research projects that are reasonably expected to use or enhance research capabilities for basic and applied research in the state. The board may actively solicit persons, organizations, or institutions to apply for general or specific grants.

(b) Grant proposals must be submitted for impartial and competitive peer review for scientific and technical validity by a panel of recognized experts appointed by the board of directors. Members of a peer review panel are entitled to per diem and travel expenses authorized under AS 39.20.180. The identity of members of a peer review panel is confidential until final action is taken by the board on the grant proposal. The board shall consider the recommendations of the panel in deciding whether to award a grant. The board may exempt grants of \$5,000 or less from peer review.

(c) Grant awards by the board must be consistent with the policy and research priorities identified by the Alaska Science and Engineering Advisory Commission.

(d) Not less than 50 percent of the endowment income that is distributed as grants by the foundation in a fiscal year must be for grants of \$100,000 or less, exclusive of other funding.

(e) The board of directors shall, as a condition of a grant, and as necessary, set the maximum percentage of a grant award that may be expended by a grantee to pay for overhead costs of the grantee's project.

(f) The board shall require from each grant recipient periodic reports and a final report. The board shall disseminate to the scientific community and to the public, on a regular basis, the results of research sponsored by the foundation. Proprietary reports and other information voluntarily filed with the board or critical to patent applications may be kept confidential if the person providing the information so requests and the board finds that it is in the best interest of the state. Information developed under a grant awarded by the board is public information unless the applicant requests and the board grants confidentiality prior to the award of the grant. Dissemination of spon-

sored research must be in a form of greatest utility to the scientific community and the general public and may include technological transfer or applications information for promising results.

(g) As a condition of all grants awarded under this chapter, the board of directors shall require that a fair and reasonable percentage of all income, if any, from royalties, licenses, and patents produced as a result of the grant be paid into the principal of the endowment, subject to AS 37.07.

(h) In awarding a grant under this chapter, the board of directors shall give preference to an applicant who is an Alaska resident, association, organization, or institution. If the board determines that an Alaskan applicant does not have the expertise or capability to satisfactorily perform the grant research without assistance from an out-of-state person or institution, the board may award a grant, jointly, to the Alaskan applicant and an approved out-of-state person or institution. If a grant is awarded to an out-of-state person or institution, the board may require that the out-of-state grantee associate with an Alaska scientific or technical organization while performing the grant research. In all cases, a grant may be awarded only if the board determines that the research to be performed will further the purposes of the foundation under AS 37.17.010(b).

(i) A grant may include money to obtain equipment. The equipment is the property of the foundation. At the termination of the grant, the equipment shall be disposed of at the discretion of the board.

(j) The board of directors shall provide a written report of its activities and finances to the governor and the legislature no later than January 30 each year. (§ 1 ch 37 SLA 1988)

Sec. 37.17.100. Conflict of interest. (a) Members of the board of directors are subject to AS 39.52 (Alaska Executive Branch Ethics Act).

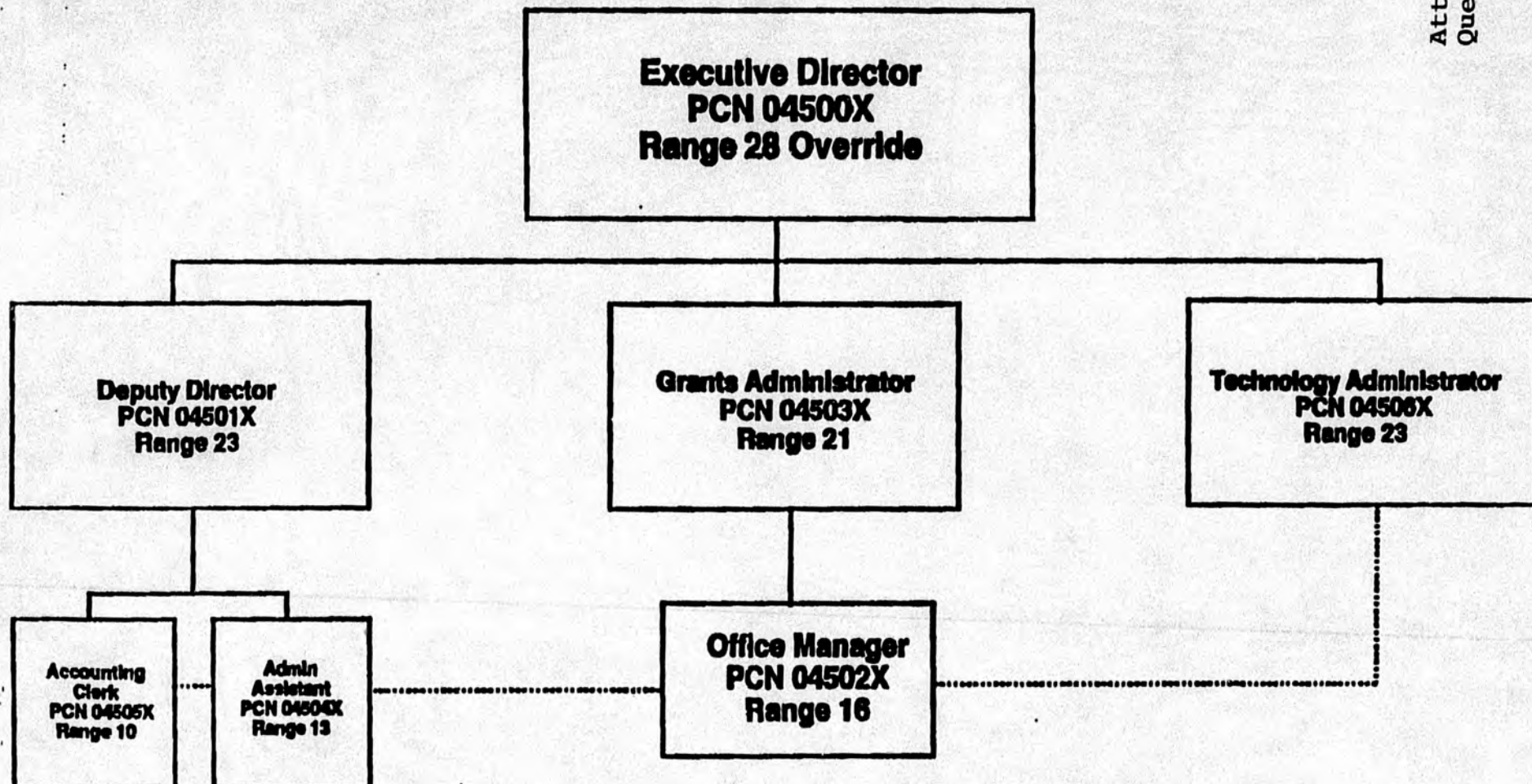
(b) The board of directors shall adopt a written policy, in addition to the requirements of AS 39.52, to address potential conflicts of interest of its members and members of a peer review panel. (§ 1 ch 37 SLA 1988)

Sec. 37.17.110. Regulations. The board of directors may adopt regulations to implement this chapter. (§ 1 ch 37 SLA 1988)

Alaska Science & Technology Foundation Organizational Chart

(All ASTF Duty Stations are Located in Anchorage)

Attachment 2
Question 16



Legend:

———— Supervisory Relationships

----- Multiple Task Support Relationships

November 22, 1994

ALASKA SCIENCE & TECHNOLOGY FOUNDATION

Board of Directors

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Paula Rasmus-Dede, Director of Administration & Finance
Robert E. Harris, Director of Technology & Acting Director of Grants Administration
Janice L. Faber, Grants & Systems Coordinator
Pamela J. Thihault, Administrative Assistant
Barbara K. Macy, Accounting Clerk

J.P. Godfrey, Business Consultant
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(907) 376-6900
Stephen Street, Business Consultant
(907) 562-0335, Fax: 562-6988
Kay Slack, Business Consultant
(907) 746-3060, Fax: 746-6678

Attachment 3
Question 22

ANCHORAGE

+

FAIRBANKS

INTERNATIONAL

AIRPORTS

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

AIR PORTS

SECTION I, Programmatic Review

1. What is your organization's international mission?

To provide safe and efficient operation of Anchorage and Fairbanks International Airports.

2. How does this mission benefit Alaskans?

- Access between Alaska and international points for trade and tourism traffic
- Employment associated with cargo and passenger activities

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

The International Airport Revenue Fund, AS37.15.?, was established to provide self-funding for Anchorage and Fairbanks International Airports.

4. What is your parent organization? (Department of Commerce, University, etc.)

Department of Transportation and Public Facilities, Alaska International Airport System

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees?

Fairbanks Intl Airport 1 ex/px94 permanent
Anchorage Intl Airport 3 ex/px280 permanent

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Conduct analyses of air route potential for specific passenger and cargo air carriers.

B. Facilitate development on airport lands.

C. Track and recommend action on international aviation negotiations and agreements as they pertain to international traffic rights for Alaska.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

Some regional economic development groups: Fairbanks Industrial Development Corporation and Anchorage Economic Development Corporation.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities? Please identify here and attach to your response.

Attached is the most current annual report for Anchorage and Fairbanks International Airports, FY 94.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. Convention and Visitors Bureaus and Regional Economic Development Corporations in Anchorage and Fairbanks.
2. Alaska Governor's Office, DC and Juneau and Congressional Delegation, DC
3. Airports Council International, North America: International Air Service Program
4. State of Alaska Division of Tourism
5. United States Department of Transportation, Washington, DC

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

Both Airports are members of convention and visitor bureaus, chambers of commerce, etc. Anchorage International Airport is just in the process of outlining a team approach to Airport Marketing, which will involve the Airport, Anchorage Economic Development Corporation, and the Alaska Industrial Development & Export Authority.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

The program will evolve in the next few months for Anchorage International Airport. All relevant organizations will be kept apprised and invited to join in as appropriate.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- ☐ Foreign investment
☒ Supporting the international activities of Alaskan businesses
☒ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

No.

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

Yes.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Representatives of both Anchorage and Fairbanks International Airport travel 0-3 times per year to North America, Europe, and Asia on air carrier specific marketing missions. Neither airport has expended more than \$10,000 on international marketing travel in any given year in the past three years.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

The Airports' efforts are not in the line of "trade missions" or "product promotion campaigns"

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

Both Airports benefit from working cooperatively (not against each other) in promoting a liberal USDOT policy towards international traffic rights. This cooperation between the Anchorage and Fairbanks airports and, sometimes, the Governor's office and Congressional Delegation, should be encouraged.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

At Anchorage International Airport, two individuals (Airport Director and Marketing Manager) participate in international activities. At Fairbanks International Airport, two individuals (Airport Director and the Fairbanks Industrial Development Corporation airport marketing consultant) participate in international activities.

This does not include the occasions when heads of states or VIPs transit the airports and the safety, operations, and building maintenance departments are involved in the visits.

17. Who are your clients and how do they benefit from your activities?

International air carriers benefit from increased activity at either airport which provides a larger base from which to fund airport operations.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities. If so, please describe here or attach to your response.

Air carriers are traditionally critical of airport efforts to market themselves; this is a nationally recognized attitude. However, those airports which market themselves clearly increase their community's chances for better air service and more employment opportunities.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

Financial audits are conducted annually.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Continued infrastructure development to accommodate growing cargo and passenger activities.

21. What are the barriers to achieving these enhancements?

The airports perceive a need for continuing education about the International Airports Revenue Fund process.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Department of Transportation & Public Facilities; Legislature; Air Carriers; Community Council (Fairbanks only).

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993

Alaska International Airport System Revenue was \$44.9 million

FY 1994

Alaska International Airport System Revenue was \$46.7 million

FY 1995

Not yet available

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993:

Zero. No general fund dollars support Anchorage and Fairbanks International Airports.

FY 1994:

Zero. No general fund dollars support Anchorage and Fairbanks International Airports.

FY 1995:

Zero. No general fund dollars support Anchorage and Fairbanks International Airports.

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

This is extremely difficult to construct. Some parts of Anchorage and Fairbanks International Airports marketing budgets are spent internationally.

3. How has your organization leveraged general fund dollars with other agencies for international activities?

Both Airports cooperate with Division of Tourism and Governor's Office as requested; however no general fund dollars flow to the Airports.

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

Anchorage and Fairbanks International Airports's funding mechanism with the air carriers (the operating agreement) ensures adequate funding.

☒ Yes

☐ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

Promotion and facilitation of international air service--both for passengers and cargo--to and through Alaska.

2. List other organizations in Alaska that provide similar services..

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

Facilitation of FedEx and UPS hub development at Anchorage International; designation of Alaska as a gateway to Hong Kong.

4. Define your targeted constituency for this activity.

Air carriers.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how these activities reflect your original mandate.

Increases airport activity and aviation-related employment.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to ***promote the international awareness or education level of the constituency.***

N/A.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

Promotion and facilitation of international air service--both for passengers and cargo--to and through Alaska.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

New international air service creates new jobs both at the airports (ground handlers, cargo warehouse workers, etc.), and for off-airport service providers (e.g., hotels, which offer crew lodging). Also, every improvement in international transportation boosts Alaska's capabilities and opportunities in international business.

4. Define your targeted constituency for this activity.

Air carriers.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Increases airport activity and aviation-related employment.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to ***promote foreign investment in the state.***

N/A.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

N/A.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities goes about benefiting Alaska.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

N/A.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☐ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

SCHOOL OF
MANAGEMENT
UNIV. OF ALASKA
FAIRBANKS

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

*David O. Porter, Dean
School of Management
University of Alaska
Fairbanks, AK 99775
ffdop@aurora.alaska.edu*

SECTION I, Programmatic Review

1. What is your organization's international mission?

University level instruction leading to the BA, BS, BBA and MBA degrees in business and economics. Also applied research related to international business.

2. How does this mission benefit Alaskans?

Includes international business dimension in curriculum for all students majoring in management at the School of Management. Applied research identifies existing and potential Alaska business opportunities in international business

3. Is your organization established in statute or created administratively? Please list here or attach your enabling statute or administrative order or document establishing your organization?

Statue and UA Regent Regulations

4. What is your parent organization? (Department of Commerce, University, etc.)

University of Alaska, Fairbanks campus

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Professors are active participants in international research. Sponsor and/or support student and faculty exchanges. Through grants from the USAID and other services provide training in business education for faculty in Russia, China, and other countries.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

None are political or board appointments. 26 faculty permanent employees, 4-6 part time faculty employees (temporary), five permanent staff, 10-15 graduate and undergraduate student assistants (temporary).

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. BBA, BA and MBA courses which integrate international business into a comprehensive business and economics education program.

B. Ongoing applied research on the impacts and opportunities of the global economy on the Alaska economy and for Alaska businesses.

C. Seminars and research presentations on international business, presented in Alaska, the Russian Far East and at various international conferences.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

Two organizations conduct activities which are similar to some of those conducted by the School of Management. The School of Business, University of Alaska Anchorage, offers university instruction which includes an international business dimension. They also conduct applied research in international business but this aspect of the School of Management's mission is given less emphasis at the School of Business. The Alaska Russian Center, University of Alaska System works with organizations such as the School of Management and the School of Business in seeking external grants to support exchanges and research in the Russian Far East.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities? Please identify here and attach to your response.

As part of the requirement for reaffirming our specialized accreditation in business and accounting education, the School of Management prepared an extensive self-evaluation report in 1994 for the American Assembly of Collegiate Schools of Business (AACSB). The AACSB requires that accredited schools integrate materials on the global dimension of business in their curriculum. Copies of the relevant parts of that report are attached.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

- 1. School of Economics, Yakutsk State University, Yakutsk, Russia*
- 2. Alaska Russia Center, University of Alaska System*
- 3. North Pacific Fishery Management Council and other international, national and Alaska fisheries organizations*
- 4. Informally, but regularly - Alaska Division of Tourism, the Alaska Visitors Association, Alaska Wilderness and Tourism Association, U.S. Travel and Tourism Research Association*
- 5. Faculty maintain numerous contacts with international research and academic organizations.*

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc.)

Yes

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

- 1. Dean David Porter served as a member of the seafood industry task force in the Marketing Alaska initiative.*
- 2. Conduct a two year series of graduate-level seminars in the core business education disciplines for the faculty of the School of Economics, Yakutsk State*

University, Yakutsk, Russia. This project is part of a larger group of projects which includes projects being conducted by the School of Business, University of Alaska Anchorage and the School of Business and Public Administration, University of Alaska Southeast. The overall project is being coordinated by the Alaska Russia Center.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

 Foreign investment

XXX Supporting the international activities of Alaskan businesses

XXX Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

No

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

Yes

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Two or three members of the faculty, on average, make presentations at international conferences each year which are supported at least in part by funds from the School of Management. Faculty average eight to ten trips per year to international destinations which are financed by external sources, including personal funds.

The School presently has a contract with the USAID to present graduate-level seminars on the core disciplines in management education at the School of Economics, Yakutsk State University, Yakutsk, Russia. Five or six UA faculty travel to Yakutsk in the summers of 1995, 1996, and 1997 to present these seminars. Funds for the travel come from the USAID.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

None

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

Many, depending on the issue and faculty member, research project. In a general sense, however, we urge and are supporting regular exchanges of information and resources with our sister campuses. I regularly exchange information with the deans at UAA and UAS. The recently retired Dean at UAS is a participant in our project in Yakutsk.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

Attached. Most faculty members have responsibilities to cover the international dimension of business in their specialties.

17. Who are your clients and how do they benefit from your activities?

Regularly enrolled undergraduate and graduate students. Businesses and government agencies which contract for research. Businesses and government agencies which hire our students and use our applied research reports.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities. If so, please describe here or attach to your response.

We have not conducted a needs assessment specific to the international dimension of our mission. More general evaluations of our overall effectiveness are conducted every five years. Also, the American Assembly of Collegiate Schools of Business requires regular assessments of our effectiveness. If these more general evaluations will be useful to the Task Force, please contact me.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

There was a Legislative Audit of the University of Alaska in 1992-93. The School of Management was included in that audit. The American Assembly of Collegiate Schools of Business requires a comprehensive self-study when accreditation is reaffirmed. I would not, however, characterize this self-study and the subsequent verification and evaluation of its contents by peer business deans in the AACSB as a management audit.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

The School is committed to continuous improvement of its educational and applied research programs. A high priority currently is to provide information on the quality of our programs to more of the potential students in Alaska. To this end, we are reallocating resources to this function. An equally high priority is to improve our effectiveness in instruction. A major initiative is being undertaken during the academic year 1995-96 to learn about and implement recent innovations recommended by the Accounting Education Change Commission.

21. What are the barriers to achieving these enhancements?

Innovations and new initiatives are difficult in a time of retrenchment. The University and the School have experienced modest but persistent decreases in state funding in recent years, especially when the impacts of increasing personnel and materials costs are taken into account.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

The School of Management founded a Leadership Advisory Board in 1993-94. List of members attached. Attempt to meet at least twice annually.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993 -- \$2,900,000 (Academic Year 1992-93)

FY 1994 -- \$2,836,000 (Academic Year 1993-94)

FY 1995 -- \$2,745,000 (Academic Year 1994-95)

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$8,000-\$10,000 annually to support faculty travel to international academic conferences and associations.

FY 1994: \$8,000-\$10,000 annually to support faculty travel to international academic conferences and associations.

FY 1995: \$8,000-\$10,000 annually to support faculty travel to international academic conferences and associations.

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

Most international travel by faculty is personally supported. The School does not keep records of these personally supported trips. Also, a number of outside organizations support faculty travel. Unless they are part of a regular university research project, these amounts are not included in the School of Management's accounts. There were a number of such expenditures between 1993 and 1995. I have no way of estimating these expenditures, short of conducting a survey of all the faculty. If you would like me to conduct such a survey, please let me know.

FY 1993:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1995:

Amount: \$650,000 over three years. This includes matching funds and indirect cost recovery. The Alaska Russia Center for the University of Alaska is the prime contractor for this sub-contract.

Source: US AID

Purpose: Provide a series of graduate level seminars in the core management disciplines for faculty in the School of Economics, Yakutsk State University, Yakutsk, Russia

Sub-contractors hired: None by the School of Management. A number of sub-contractors have been hired by the US AID.

A second project is beginning in international tourism, funded by the US Department of Education.

Amount: \$190,000 over two years.

Source: US Department of Education

Purpose: Internationalize the tourism training program at UAF. Will develop curriculum materials on international tourism, the cultural components, internships, and connections with Alaska firms.

Sub-contractors: None.

3. How has your organization leveraged general fund dollars with other agencies for international activities?

The contracts discussed leveraged local match by the School of Management, mostly in terms of faculty waiving a portion of their regular compensation rates for summer work.

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No Not all goals in
international business and exchanges

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

Outside of the mission of the School of Management

2. List other organizations in Alaska that provide similar services..

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

4. Define your targeted constituency for this activity.

5. Is this activity part of a coordinated effort to benefit Alaska.

6. Describe how these activities reflect your original mandate.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Our BBA, BA, and MBA courses all include the international business dimension. An overview of which courses is included in the attachments. If details about what material is covered in which courses, I will provide it.

2. List any similar activities conducted by other organizations in Alaska.

See discussion above under I.7.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

See discussion above under I.7.

4. Define your targeted constituency for this activity.

Regularly enrolled students in the University of Alaska. We also conduct and/or support a number of seminars, exchanges, and workshops for businesses, government agencies, and others interested in international business.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes. Our program is coordinated within the University of Alaska System and the Fairbanks campus.

6. Describe how this activity reflects your original mandate.

Our activities in international business are fully consistent with our original mandate to provide up-to-date education in management. To remain up-to-date, the School of Management has, in recent years, added substantial elements to its curriculum on the international aspects of business.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

Direct job creation is outside the mission of our School.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

Promoting direct international investment is outside of the mission of our School. We regularly support such efforts when requested and when we have resources which can be of assistance.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc.).

The School is involved in numerous international exchanges involving businesses, students, scholars, faculty, and government officials.

2. List any similar activities conducted by other organizations in Alaska.

See discussions under Section III. C.

3. Briefly explain how each of these activities goes about benefiting Alaska.

See discussions under Section III. C.

4. Define your targeted constituency for this activity.

See discussions under Section III. C.

5. Is this activity is part of a coordinated effort to benefit Alaska.

See discussions under Section III. C.

6. Describe how this activity reflects your original mandate.

See discussions under Section III. C.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

Does not apply.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☐ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

**SCHOOL OF MANAGEMENT
LEADERSHIP ADVISORY BOARD**

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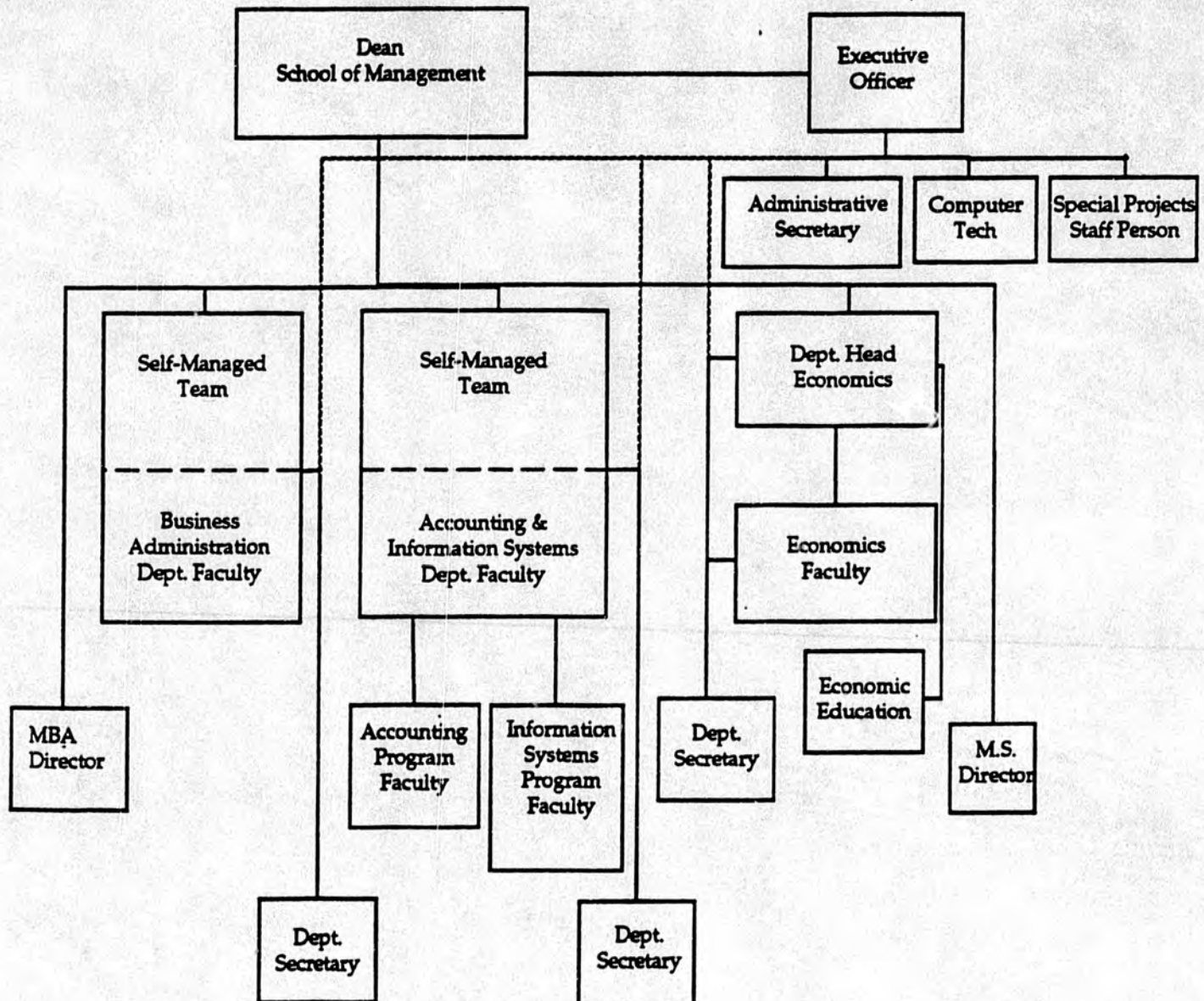
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Denali State Bank
119 N Cushman
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fax 456-5442

AY 1994-95

Figure I-1
School of Management Organizational Structure



ALASKA
INDUSTRIAL
DEVELOPMENT
+ EXPORT
AUTHORITY
(AIDEA)

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Alaska Industrial Development and Export Authority (AIDEA)
480 West Tudor Road
Anchorage, AK 99503
Phone: 907-561-8050
Fax: 907-561-8998

SECTION I, Programmatic Review

1. What is your organization's international mission?

To facilitate the financing of eligible export transactions of Alaskan goods, services and raw materials by guaranteeing loans originated through financial institutions.

2. How does this mission benefit Alaskans?

The program is intended to encourage financial institutions to extend export financing to small and medium sized Alaskan businesses involved in export trade.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

Alaska Statute AS 44.88 is AIDEA's enabling legislation. The legislature expanded AIDEA's abilities in 1987 to provide a program for financing guarantees for Alaskan export transactions and added "Export" to the Authority's title.

4. What is your parent organization? (Department of Commerce, University, etc.)

AIDEA is a public corporation of the State of Alaska functionally situated within the Department of Commerce and Economic Development, but with separate and independent legal existence.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

N/A

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

All AIDEA positions are PX.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Ability to provide export financing.

- B. Made application to Exim Bank to become a representative of this federal agency through the City/State Program.
- C. Can leverage funds to encourage private sector investment in Alaska and undertake resource development projects which support private sector development (i.e. road and port at Red Dog).

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

The Small Business Administration

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

No

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

- 1. Financial Institutions
- 2. Department of Commerce and Economic Development
- 3. Alaska World Trade Center
- 4. Governor's Office of International Trade
- 5. Alaska Center for International Business

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

Marketing Alaska
Member of the Alaska World Trade Center
Alaska International Airport System
Anchorage Economic Development Corporation
Alaska Miners Association
Resource Development Council

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

AIDEA participates in these "partnerships" by providing expertise and information and to coordinate efforts between the state and private sector.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- ☐ Foreign investment
☒ Supporting the international activities of Alaskan businesses
☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

NO

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

Yes, occasionally

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

- Canada: Negotiations and meetings with mine operators, using or interested in using, the Skagway Ore Terminal for the export of minerals; to attend mining conventions.
- Japan and Taiwan: Met with Kobe Steel to encourage development of an iron ore processing facility in Alaska.
- Approximate spent over the last three years: \$12,000

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

AIDEA has participated with other state agencies and with the Alaska Miners Association to promote Alaska and Alaskan products, services and resources overseas, primarily in Canada, by providing financial resources, information and collateral material.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

Define specific tasks of each agency involved in international trade and monitor efforts and progress. Form a committee which meets quarterly to discuss international activities and coordinated strategies, to avoid duplication of efforts and unnecessary costs.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

Please see attached organizational chart.

Staff time is allocated as necessary depending on activity and expertise required.

17. Who are your clients and how do they benefit from your activities?

For the export finance program, AIDEA's direct clients are financial institutions that provide export financing to Alaskan exporters (AIDEA can guarantee these transactions). Indirectly, AIDEA's client is Alaskan exporters (AIDEA provides information and education in export finance). AIDEA can also assist in financing infrastructure which facilitates international trade (Skagway Ore Terminal; Unalaska Marine Center; Red Dog road and port).

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

AIDEA has organized numerous meetings with Alaskan banks, exporters and agencies providing international trade assistance to Alaskans to find ways to amend our export finance program to make it more attractive to the banks and useful for Alaskans.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

Yes. Please see attached UAA ISER Report and the LBA audit on AIDEA's financial resources.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Be accepted into the Exim Bank City/State Program.

21. What are the barriers to achieving these enhancements?

AIDEA is willing to contribute time and resources to the City/State Program. Training scheduled for October, 1995 may be delayed due to federal budget problems.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

AIDEA's Board of Directors are as follows:

Harry J. Porter, Chairman (private sector seat)
Commissioner Willie Hensley, DCED*
Commissioner Wilson Condon, DoR*
Commissioner Joe Perkins**
Wilson Hughes (private sector)

*Required by statute

**Commissioner seat appointed by the Governor.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993 \$2,291.4

FY 1994 \$2,418.4

FY 1995 \$3,003.8*

*includes Alaska Energy Authority component of \$927.0)

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: -0-

FY 1994: -0-

FY 1995: -0-

AIDEA does not utilize general fund money.

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: \$3,000.00

Source: AIDEA funds

Purpose: Membership, AWTC
Travel to Canada
Co-Sponsor Alaska Miners Association Event

Sub-contractors hired:

FY 1994:

Amount: \$9,000

Source: AIDEA funds

Purpose: Membership, AWTC
Travel to Canada, Japan and Taiwan
Co-Sponsor Alaska Miners Association Event

Sub-contractors hired:

FY 1995:

Amount: \$2,000

Source: AIDEA funds

Purpose: Membership, AWTC
Travel to Canada
Co-Sponsor Alaska Miners Association Event

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

No

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☒ Yes

☐ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

Participates as a member of the Alaska World Trade Center
Participates in and financially supports seminars and conferences

2. List other organizations in Alaska that provide similar services..

N/A

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

- Provided a loan participation to Circle DE who exports wood chips from Homer
- Developed the DeLong Mountain Transportation System to export minerals from the Red Dog Mine.
- Purchased and upgraded the Skagway Ore Terminal for the export of minerals from the Yukon through Alaska.
- Provided a loan participation to finance the Kodiak Fish Meal Plant necessary to meet federal regulations that could have closed down the seafood industry in Kodiak.
- Provided financing to develop and own the Unalaska Marine Center which supports the fishing industry in the Bering Sea and the export of products through this port.

4. Define your targeted constituency for this activity.

Financial institutions
Alaskan businesses

5. Is this activity part of a coordinated effort to benefit Alaska.

We work with other government agencies when appropriate.

6. Describe how these activities reflect your original mandate.

The activities expand and develop Alaska's economy and provide jobs for Alaskans.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Sponsor and participate in seminars and forums that provide educational opportunity for Alaskan financial institutions and businesses.

Meet one-on-one with financial institutions and Alaskan businesses to create greater awareness of AIDEA's export assistance program and export finance.

2. List any similar activities conducted by other organizations in Alaska.

World Trade Center provides educational opportunities on export finance and sponsors educational events.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Seminars and one-on-one meetings provide a forum to learn.

4. Define your targeted constituency for this activity.

Financial institutions
Alaskan businesses

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes

6. Describe how this activity reflects your original mandate.

AS 44.88 encourages AIDEA to provide information on export finance.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

AIDEA's various financing programs directly promote job creation in the state related to international trade.

2. List any similar activities conducted by other organizations in Alaska.

None

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

AIDEA's financing of business expands the economy and creates or maintains jobs for Alaskans.

4. Define your targeted constituency for this activity.

Financial institutions in Alaska
Alaskan businesses

5. Is this activity is part of a coordinated effort to benefit Alaska.

AIDEA works with other state agencies and the private sector when it is appropriate.

6. Describe how this activity reflects your original mandate.

Creating and maintaining jobs in the state and providing financial assistance to Alaskan businesses directly affects the economy of the state.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

AIDEA receives calls from foreign banks regarding the Alaska economy and proposed foreign investment in Alaska. Foreign banks utilize the Authority as an informational resource when providing bond underwriting on business and development projects in Alaska. Among the banks that contact AIDEA are the Sakura Bank, Fuji Bank, Christiania Bank and First Bank of Switzerland.

In addition, AIDEA is available to meet with foreign companies interested in investing in the State. We primarily "sell" our programs; we don't promote them. Our target market is financial institutions and Alaskan businesses and we view the Authority as a "tool" in the toolbox to enhance economic development in Alaska.

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

AIDEA programs are a "tool" to promote investment in the State.

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

The Authority meets with foreign investors that are brought to the state by other agencies.

6. Describe how this activity reflects your original mandate.

Providing information about AIDEA programs can provide encouragement/incentives to establish a business in Alaska.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc.).

N/A

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities goes about benefiting Alaska.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

Until financial institutions become interested in utilizing AIDEA's export assistance program, AIDEA's personal counseling sessions are very limited.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

We are willing and have the staff resources to provide personalized counseling sessions on export finance; and to provide literature on export finance. We would like to be able to provide pre-qualification commitments to Alaskan businesses to take to their banks.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

N/A

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

FAIRBANKS
INDUSTRIAL
DEVELOPMENT
CORPORATION

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Fairbanks Industrial Dev. Corp.

SECTION I, Programmatic Review

1. What is your organization's international mission?

None

2. How does this mission benefit Alaskans?

n/a

3. Is your organization established in statute or created administratively? Please list here or attach your enabling statute or administrative order or document establishing your organization?

Established in 1968 as Alaska nonprofit corporation - document not available.

4. What is your parent organization? (Department of Commerce, University, etc.)

Greater Fairbanks Chamber of Commerce.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

n/a

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A.

B.

C.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

No

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1.

2.

3.

4.

5.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc) *No*

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses? *n/a*

☐ Foreign investment

☐ Supporting the international activities of Alaskan businesses

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives? *No*

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

None

16. Please attach or paste in here an organization chart for your organization.
List each of your staff members directly involved in international activities

*Board of Directors
Executive Director
Director of Airport Marketing
Executive Assistant
Administrative Assistant*

17. Who are your clients and how do they benefit from your activities?

We do not have clients.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.
If so, please describe here or attach to your response.

n/a

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

n/a

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

None.

21. What are the barriers to achieving these enhancements?

n/a

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members. *Yes*

Kevin Krauklis (Co-Chair), President
Flowline Alaska
1881 Livengood
Fairbanks, Alaska 99701

Guy Kasnick (Co-Chair), Co-Owner
Pike's Landing
Post Office Box 615/8
Fairbanks, Alaska 99706

James Dodson, President
Pacific Movers, Inc.
Post Office Box 1752
Fairbanks, Alaska 99707

Jim Sampson, Mayor
Fairbanks North Star Borough
Post Office Box 71267
Fairbanks, Alaska 99707

Mike Kelly, General Manager
Golden Valley Electric Association
Post Office Box 1249
Fairbanks, Alaska 99707

Jim Hayes, Mayor
City of Fairbanks
410 Cushman Street
Fairbanks, Alaska 99707

Dr. Michael Rice
Vice Chancellor for Administrative Services
University of Alaska Fairbanks
310 Signers' Hall
Fairbanks, Alaska 99775

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Carpenters Local 1243
Post Office Box 70347
Fairbanks, Alaska 99707

Bill Allen
Fairbanks Chamber of Commerce
Post Office Box 73765
Fairbanks, Alaska 99707

Major Stephen Cottle
APVR-FW-DC Bldg. 1555
Fort Wainwright, Alaska 99703

William R. Satterberg, Jr.
Attorney At Law
709 Fourth Avenue
Fairbanks, Alaska 99701

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993: *Revenue: \$369,000.00 / Expenditures: \$370,558.00*
Net Revenue Over Expenditures: (\$1,558.00)

FY 1994: *Revenue: \$366,000.00 / Expenditures: \$365,170.00*
Net Revenue Over Expenditures: \$830.00

FY 1995: *Revenue: \$348,000.00 / Expenditures: \$348,120.00*
Net Revenue Over Expenditures: (\$120.00)

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$0

FY 1994: \$0

FY 1995: \$0

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: \$0

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount: \$0

Source:

Purpose:

Sub-contractors hired:

FY 1995:

Amount: \$0

Source:

Purpose:

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

n/a

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

None

2. List other organizations in Alaska that provide similar services..

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

4. Define your targeted constituency for this activity.

5. Is this activity part of a coordinated effort to benefit Alaska.

6. Describe how these activities reflect your original mandate.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

None

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

None

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

None

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

None

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities goes about benefiting Alaska.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

None

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

- 1. ☐ Yes
- 2. ☒ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

COMMERCIAL
SERVICE
USA

PLEASE LIST YOUR ORGANIZATION'S NAME,
ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Commercial Service USA
421 West 1st Ave., Suite 300
Anchorage, AK 99501
TEL: (907) 271-6237 FAX: (907) 271-6242
cbecker@usdoc.gov

SECTION I, Programmatic Review

1. What is your organization's international mission?

The mission of the Commercial Service USA is to support U.S. international commercial interests and assist U.S. businesses in expanding sales and market share in world markets by:

- ◆ Promoting U.S. exports of goods and services
- ◆ Participating in the development & implementation of strategic commercial policy.
- ◆ Protecting U.S. business interests abroad through advocacy, ensuring a level playing field, and encouraging open and fair procurement practices overseas.
- ◆ Assisting export-motivated and capable firms to realize their optimum export potential.
- ◆ Facilitating access to trade finance information from federal agencies and multi-lateral development banks.
- ◆ Supporting public/private sector export assistance partnerships and enhancing the export development infrastructure in each state.

2. How does this mission benefit Alaskans?

Many Alaskan companies are export-motivated and capable.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

Organic authority was enacted in 1903; Reorg. Plan No. 3 of 1979, and the Omnibus Trade & Competitiveness Act of 1988. President Bush also issued a Memorandum of May 23, 1990 which established the Trade Promotion Coordinating Committee and designated the Secretary of Commerce as chair.

4. What is your parent organization? (Department of Commerce, University, etc.)

The International Trade Administration of the U.S. Department of Commerce

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Classified information.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

2 FTE permanent slots - none political, each competitive.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

- A. Global capacity - 135 locations abroad, 70 domestically
- B. Narrow, specific mission.
- C. Non-ag oriented

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

World Trade Center Alaska
Governor's Office of International Trade

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

Yes. Samples available for review in this office.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

- 1. World Trade Center Alaska
- 2. Governor's Office of International Trade
- 3. Export Council of Alaska
- 4. Alaska Congressional Delegation
- 5. Note: Not "in order of importance" - in order of frequency.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

Yes.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

- ◆ *Marketing Alaska Technical Services Committee* (documentation on structure and meetings available for review)
- ◆ *Troika Alaska Commercial Center* - A program to expand export sales of Alaska services and products into markets of the Russian Far East. Sponsored and administered by the Mayor's Office of the Municipality of Anchorage, the Governor's Office of International Trade and the World Trade Center.
- ◆ *World Trade Center Alaska* - Co-location partnership. Exporter's challenges and needs addressed as a team, resolved as a team; jointly sponsored trade seminars.
- ◆ *Export Council of Alaska* - See attached brochure for programs, projects and membership.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

No Foreign investment

Yes Supporting the international activities of Alaskan businesses

No Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

Yes

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

See *Business America*, May 1995 enclosed

13. Does your organization send representatives abroad?

Yes

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Dhahran, Saudi Arabia - To operate Commercial Unit at the American Consulate and to connect Alaska companies to the projects.

USDOC/ITA expenditures estimated at \$12,000

Vladivostok, Russia - To establish commercial connections for Alaska businesses.

Participated in first congressional delegation into that city with Sen. Frank Murkowski - paid for by U.S. Senate

Providenya, Russia - To establish commercial connections for Alaska businesses.

Sponsored by City of Little Diomed.

Taipei, Taiwan - Alaska trade mission led by Sen. Frank Murkowski, sponsored by Export Council of Alaska Expenditures \$5000.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Taipei, Taiwan - Alaska trade mission led by Sen. Frank Murkowski, sponsored by Export Council of Alaska Expenditures \$5000. Mission reinforced state's welcome for USA-ROC Economic Council Conferees; IDd partners for 3 firms.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

A) An industry-led strategic plan for tapping into foreign markets, spearheaded by the Governor's office, needs to be developed to ensure focusing of services currently available.

B) An expert in transaction and investment finance should be available to the Alaska business community beyond that which is already in place, co-located with WTCAL, CSUSA & OIT.

C) A program of high-level advocacy should be developed within the Governor's office. The program should work in tandem with that of the U.S. Department of Commerce. If a project is sufficiently critical to the corporate plans of an Alaskan company, and the firm is in competition with firms from other countries, the Governor and the Secretary of Commerce should be prepared to work together to advocate on behalf of that firm.

D) Co-locate the Governor's Office of International Trade with this office and the World Trade Center.

E) Restore budget of state's trade development office;

F) Follow strategy of Reps. Ramona Barnes and Gail Phillips to get foreign investors into Alaska to study investment projects;

G) Package investment projects.

H) Ensure that ALL ventures in this field are coordinated with ALL players and are in cooperation with ALL appropriate organizations.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

Included. This office has only two employees.

17. Who are your clients and how do they benefit from your activities?

Trade ready and capable companies in Alaska. They sell their products and services abroad.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

Yes.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

N/A

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Co-locate the Governor's Office of International Trade with this office.

21. What are the barriers to achieving these enhancements?

I honestly wish I knew.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes. The brochure of the Export Council of Alaska (aka the Alaska District Export Council) is enclosed.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1994

FY 1995 \$158,470,000

FY 1996 165,060,000

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: N/A

FY 1994:

FY 1995:

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

\$450,000

3. How has your organization leveraged general fund dollars with other agencies for international activities?

N/A

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

Study of how to export	Y		
Export Statistics	Y		
Market research	Y	Establish profitability	Y
Standard compliance	Y	Export/Import Restrictions	Y
Distributors	Y	Trade Leads	Y
Finding local reps.	Y	Trade shows	Y
Trade missions	Y	Trade catalogs	N
Payment/Terms	Y	Sales calls (facilitate)	Y
Export insurance (referrals)	N	Pre-export finance	N
Currency exchange	N	Contract law (models only)	N

2. List other organizations in Alaska that provide similar services..

World Trade Center Alaska
Governor's Office of International Trade

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

Trade leads for seafood processors - significant amounts of cod to Korea resulted
Counseling & intelligence on doing business in NIS has generated sales of
commodities and equipment.

Counseling on doing business in the Middle East has saved firms many \$\$.
AK company in JV with Romanian company now has exclusive Merck & Co.
distribution rights.

4. Define your targeted constituency for this activity.

See above

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes

6. Describe how these activities reflect your original mandate.

Coincident w/ mandate

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Co-sponsor country, industry and issue specific trade seminars.
Annual Export Alaska Banquet orchestrated

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Awareness & knowledge gained

4. Define your targeted constituency for this activity.

Same

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes

6. Describe how this activity reflects your original mandate.

Same

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state.*

See above

2. List any similar activities conducted by other organizations in Alaska.

See above

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

See above

4. Define your targeted constituency for this activity.

See above

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes

6. Describe how this activity reflects your original mandate.

Same

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

None

2. List any similar activities conducted by other organizations in Alaska.

Many performs similar activities.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

Not in mandate.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

N/A

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities goes about benefiting Alaska.

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

Not part of mission

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

of companies - 175 # of contacts - 250 - 300

Although we do ad hoc counseling, most of our activity and contacts are planned.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

- ◆ Personal Counseling
- ◆ Market research
- ◆ Distributor/Agent/Partner Searches
- ◆ Trade missions
- ◆ Documentation
- ◆ Trade finance referrals
- ◆ Export Regulation interpretation
- ◆ Market specific & Sector specific trade seminars
- ◆ Standards compliance assistance
- ◆ Background checks on foreign firms
- ◆ Matchmaker Missions
- ◆ Trade Leads
- ◆ Investment finance referrals

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

We do both. Our target clients are exporters seeking to expand their market share, penetrate new markets or new-to-export firms.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

ANCHORAGE-
MAYOR'S
OFFICE OF
INTERNATIONAL
AFFAIRS

ANCHORAGE -

MAYOR

(5200 5th Ave)

RECEIVED

AUG 24 1995

INSTRUCTIONS

Please complete all questions in all sections unless otherwise directed and make all responses as concise as possible.

Please return this completed questionnaire no later than September 1, 1995 to the following address:

Interim Legislative Task Force:
International Trade Strategy
c/o Senator Drue Pearce
716 West 4th Avenue, Suite 500
Anchorage, AK 99501
Tel: (907) 258-8185
Fax: (907) 258-0226

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Mayor's Office of International Affairs, PO Box 196650, Anchorage, AK 99519-6650, (907) 343-4804, FAX (907) 343-4499 E-Mail ANCMAYOR@ALASKA.NET

SECTION I, Programmatic Review

1. What is your organization's international mission?

To position Anchorage as the North American gateway to and from the Pacific Rim and an international distribution center for the northern hemisphere. We are working to bring back the vital components - i.e. international airlines - in order to once again become the air crossroads for the globe. In this broad context, we are referring to making Anchorage the warehousing and distribution hub for high technology cargo.

2. How does this mission benefit Alaskans?

Jobs and creation of additional tax base.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

Created administratively.

4. What is your parent organization? (Department of Commerce, University, etc.)

Municipality of Anchorage

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Assisting mandated organizations in lobbying efforts (e.g. AEDC, Anchorage International Airport, ACVB). Liaison with foreign governments at all levels, interacting with Department of State on official in-bound missions, welcoming foreign dignitaries, and supporting Sister Cities activities.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

There is only 1 individual in this capacity - me. I serve at the pleasure of the Mayor.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Mayor-to-Mayor, city-to-city good will exchanges with 7 sister cities - usually on a rotation basis.

B. Acting as de-facto Russian consulate in providing assistance to Russian visitors in need of direction and support.

C. n/a

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

No. However, when OIT had a Russian Desk per se, they also assisted Russians on a regular basis. As of now, there is no single clearing house of information on the RFE.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.
No.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. World Trade Center

2. US Department of Commerce

3. OIT

4. Troika Alaska

5. DEC

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc.)

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?
This office plays a supporting role in most international efforts to include trade missions, written support for trade activities, conferences, etc.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

We are interested in both, however, in practical terms our efforts are more aimed at exports and creation of new jobs which are generated by increased demands on products and/or services.

It should be noted that the current efforts are aimed at bringing more international carriers to AIA and on attracting international companies to Anchorage to use the city as a warehousing and distribution hub.

☐ Y Foreign investment

☐ Y Supporting the international activities of Alaskan businesses

☐ Y Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives? No

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad? Yes.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Magadan Russia Courtesy cultural/business trip

Inchon(Seoul) Trade mission/courtesy call on sister city's

Administration (upcoming in October of 1995)

Taipei Lobbying USA/ROC Conference to participate in Anchorage

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

See above

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

We need a formal State of Alaska policy on international trade to be put into place and one which is not subject to political whims - sacrosanct from new directions by every Governor. We also need an international trade office staffed by professional trade specialists with global connections who do not serve at anyone's pleasure and who are hired by an Executive Director who is responsible to a Board of Directors and not a political appointee or his or her designate. Once in place, the policy, staff and the Executive Director are allowed to do their job, establish credibility by

showing continuity. This office must be well funded as a long term investment and not as a begrudgingly needed expense to the State.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

I am responsible directly to the Mayor who is free to accept or reject my recommendations.

17. Who are your clients and how do they benefit from your activities?

We primarily serve interested Alaskans who are on fishing expeditions to see what this business of international trade is all about. Our most successful clients are Russians who are referred to this office by other Russians living in the RFE.

18. Has your organization ever conducted a needs assessment of your consituent clients in order to confirm the usefulness of your international activities. No formal assessment done.

If so, please describe here or attach to your response. (Do you mean CONSTITUENT?)

19. Has there ever been an external or internal management audit of your organization?

If so, please attach it to your response. No

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Wider utilization by other agencies of our contacts and expertise.

21. What are the barriers to achieving these enhancements?

Realities of human frailty and the battle for recognition and turf. Budgetary restrictions.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

No

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

None. What small expenses we incur come from the Mayor's budget.

FY 1993

FY 1994

FY 1995

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

None

FY 1993:

FY 1994:

FY 1995:

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

\$30,000 - mostly in donations and grants to assist with a video on Anchorage as a place to do business.

FY 1993:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1995:

Amount:

Source:

Purpose:

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

N/A

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

¥ Each of the following questions have six parts.

¥ Please use examples of organizational activities or programs for completing this section.

Include things like seminars, trade shows, special community events, etc.

¥ Use specific examples for clarity when necessary.

¥ Please skip any questions which do not apply to your organization.

¥ Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to promote international trade opportunities for Alaskan companies.

2. List other organizations in Alaska that provide similar services..

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

4. Define your targeted constituency for this activity.

5. Is this activity part of a coordinated effort to benefit Alaska.

6. Describe how these activities reflect your original mandate.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to promote the international awareness or education level of the constituency.

East-West Air Route Development conference

Sakhalin Colloquium

Doing Business with Taiwan

2. List any similar activities conducted by other organizations in Alaska.

To a degree - World Trade Center. Agencies which SHOULD be doing more, are not.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

East-West Air Route - brought together aviation experts from Russia, China, Japan, Canada and the US to look at the future of new route development in the circumpolar regions.

Sakhalin Colloquium examined the role Alaska would play, if any, in the petroleum development of that Russian Far East region.

Doing Business with Taiwan was organized primarily because no one at the State level paid much particular interest to the Island Nation, at least not from a local business community perspective.

4. Define your targeted constituency for this activity.

Anchorage and Alaskan business people with specific interest in some area being addressed - aviation, petroleum. exports.

5. Is this activity is part of a coordinated effort to benefit Alaska.

In part. We work with World Trade Center and, to a much smaller degree, with OIT as co-sponsors. Majority of the planning and actual presentation come from this office.

6. Describe how this activity reflects your original mandate.

Positioning Anchorage as an international center and a community which presents internationally-flavored conferences and explores international issues.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which directly promote job creation in the state.

Can not be measured. Our goal, at least at this point, is to become recognized by the world as a city which has international aspirations.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to promote foreign investment in the state.

Facilitating foreign visitors/business executives by arranging introductions, providing tours of facilities. making the services of AEDC available on as needed basis. We have opened a new chapter by beginning to use the resources of AEDC, which we in part fund.

2. List any similar activities conducted by other organizations in Alaska.
AEDC itself. Some OIT and World Trade Center.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska.

Hands on exposure to opportunities and the credibility and strength of the Mayor's personal interest in assisting.

4. Define your targeted constituency for this activity.
Any credible foreign investor or firm.

5. Is this activity is part of a coordinated effort to benefit Alaska.
Yes.

6. Describe how this activity reflects your original mandate.
Follows it very specifically - international affairs.

SECTION III, Question E: Other International Activities

1. Please briefly describe any other international activities your organization conducts (cultural, sports, etc.).

We sponsored. In part, the First Annual Northern Lights Film Festival. There will be three Sister Cities cultural exchanges in 1995.

2. List any similar activities conducted by other organizations in Alaska.

Unknown.

3. Briefly explain how each of these activities goes about benefiting Alaska.

4. Define your targeted constituency for this activity.

The residents of the sister cities, and their elected administrations.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

75

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

Counseling from the perspective of not having anything personal to gain. Unbiased and objective.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Neither, majority are international visitors seeking contacts locally.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

UAA,
INSTITUTE FOR
CIRCUMPOLAR
HEALTH
STUDIES

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

UAA
Institute for Circumpolar Health Studies

SECTION I, Programmatic Review

SEE ATTACHED FOR RESPONSE TO QUESTIONS 1 - 4

1. What is your organization's international mission?

2. How does this mission benefit Alaskans?

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

4. What is your parent organization? (Department of Commerce, University, etc.)

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

NONE

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees?

NONE

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Health Research and Information exchange

B.

C.

7. Are there other organizations in the state which conduct similar international activities?

List all that apply.

NONE

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

NA

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. American Society for Circumpolar Health
2. International Union for Circumpolar Health
- 3.
- 4.
- 5.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

NA

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses? NA

☐ Foreign investment

☐ Supporting the international activities of Alaskan businesses

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

NA

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

NONE

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

NA

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

NA

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

NA

17. Who are your clients and how do they benefit from your activities?

NA

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

NA

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

SEE ATTACHED

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

21. What are the barriers to achieving these enhancements?

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

BOARD OF REGENTS

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993 \$280,000

FY 1994 \$490,000

FY 1995 \$480,000

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$5,000

FY 1994: \$5,000

FY 1995: \$3,000

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

NA

FY 1993:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1995:

Amount:

Source:

Purpose:

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

NO

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☐ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

NA

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

NA

2. List other organizations in Alaska that provide similar services..

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

4. Define your targeted constituency for this activity.

5. Is this activity part of a coordinated effort to benefit Alaska.

6. Describe how these activities reflect your original mandate.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

SEE ATTACHED

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question C: Creation of Jobs

NA

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state.*

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question D: Foreign Investment

NA

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question E: Other International Activities

SEE ATTACHED

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

2. List any similar activities conducted by other organizations in Alaska.

3. Briefly explain how each of these activities goes about benefiting Alaska.

4. Define your targeted constituency for this activity.

5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

NA

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☐ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

INSTITUTE FOR CIRCUMPOLAR HEALTH STUDIES UNIVERSITY OF ALASKA ANCHORAGE

HISTORY

The Institute for Circumpolar Health Studies (ICHS), was established by the Alaska State Legislative in 1988 as a step toward improving the health of the peoples of Alaska and other circumpolar areas through instruction, information services and basic and applied research in health and medicine.

AS 14.40.088. Establishment of Institute for Circumpolar Health Studies. (a) The University of Alaska shall establish an Institute for Circumpolar Health Studies in an appropriate unit of the university at its Anchorage campus. The institute shall consist of a research and instruction branch and an administration and information branch. (b) The institute shall: (1) encourage international cooperation, especially among circumpolar nations, with regard to research, studies, information and instruction relating to circumpolar health issues; (2) serve as center for the collection and exchange of information and medical and health sciences data relating to circumpolar health issues; (3) provide a mechanism for communication and cooperation between the university and the commissioner of health and social services in addressing the needs of Alaskans for health care services, opportunities for education in medical and health sciences, and other mutual concerns of the university and the department; and (4) conduct research and provide instruction and other services consistent with the mission and goals of the University of Alaska.

MISSION OF THE INSTITUTE

The Institute provides information, coordination, research, training and professional development for the international medical and health sciences community. The role of ICHS is to coordinate and stimulate research in practical health problems which affect Alaska and the circumpolar north.

PROGRAMS AND ACTIVITIES

RESEARCH

The Institute for Circumpolar Health Studies is the only research unit within the University of Alaska with a primary focus on public health. Accordingly, the agenda for research emphasizes those areas where ICHS can make unique contributions in Alaska and the Circumpolar North. This agenda can be grouped into three complimentary categories. First, is epidemiologic studies of population health problems. Second, is studies of health services access, utilization, and need. Third, is the evaluation of health services delivery and specific interventions. These areas reflect existing and future needs for research, in Alaska and the circumpolar north.

For FY96, external funding in ICHS should exceed \$350,000 from both federal and state sources. This represents a two-fold increase over FY95. Funds from the National Institutes of Health support research and prevention work designed to stem the increase in diabetes among Alaska natives, and state contracts involve ICHS in addressing primary care needs in rural Alaska, reduction in domestic

violence, improvement in health services for women and young children, evaluation of alcohol treatment programs serving villages, and the development of cost saving and access enhancing strategies for health care for all Alaskans. University funding for ICHS maintains core staff, and is used to leverage external funding that multiplies the capacity of the Institute to address health problems in Alaska and the circumpolar north. All positions in the Institute are now supported, at least in part, by external research funds.

INSTRUCTION

The Institute plays a supportive role to academic programs at the University, and facilitates additional curriculum opportunities for students and the public. Visiting faculty, local health professionals, and Public Health Schools affiliated with ICHS bring additional resources to UAA campus. ICHS helps to coordinate common interests among these programs and to encourage cooperative efforts between programs. In addition, ICHS faculty and staff contribute directly to UAA instructional programs.

SERVICE

Since its inception, ICHS has participated in an active program of medical exchanges, collaborative relationships, and international agreements. More than 500 health professionals have participated in expeditions to the former Soviet Union, 17 scientific working groups have been established, and agreements have been signed with Magadan, Chukotka, Khabarovsk and Novosibirsk. In recent years, these activities have become almost entirely self-sustaining. ICHS has also emphasized Alaska Native Health issues through participation in the Alaska Native Science Commission, the Inuit Healthy Lifestyles Conferences, and projects focusing on FAS/FAE, diabetes, mental health, traditional medicine, and chemical dependency.

AMERICAN

RUSSIAN

CENTER

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

The American Russian Center, 3211 Providence Drive, Anchorage AK 99508
Phone : 786 4338 Fax: 786 4319

SECTION I, Programmatic Review

1. What is your organization's international mission?

The mission of the American Russian Center is to provide training to improve business skills of Russian Small business men and women , to promote small business development in the region, improve the business climate in the Russian Far East and coordinate University of Alaska sponsored educational, cultural and economic exchanges and programs with Russian institutions of higher learning in the Russian Far East.

The American Russian Center serves as the administrative Center for University of Alaska Anchorage (UAA) programs in Russia. The center provides the management and control mechanisms to plan and supervise the execution of the USAID business training program in Russia and to execute business training programs for Russians in Alaska. The center provides direction for ARC projects, coordinates ARC center activities in Alaska and in the RFE, coordinates and manages logistical support for ARC centers in the RFE, manages resources and staffs ARC projects as they are implemented.

2. How does this mission benefit Alaskans?

Improves business climate in the RFE which in turn creates opportunities for Alaskan businesses seeking to do business in the region. Also provides an opportunity to promote Alaska's role as a model for development in the region. This creates opportunities for Alaskan companies to develop and market their expertise.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

ARC funded by grants from USAID, USIA and some funds from UA.

4. What is your parent organization? (Department of Commerce, University, etc.)

University of Alaska Anchorage

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

ARC's immediate goal is to infuse immediate small business expertise into RFE economy by providing small business related training and counseling on-site in Russia to "prime " the Russian small business pump. ARC's long term goal is to train Russian business specialists who can provide assistance to Russian small businessmen and women in the future.

To accomplish this mission the American Russian Center is executing a three part business training and development program. The keystone of ARC's business training has been the establishment of 4 Small Business Development Centers in Yakutsk, Khabarovsk, Yuzhno-Sakhalinsk and Magadan. These centers provide on site basic business training, business counseling and assistance to local entrepreneurs who wish to open small businesses. The second component of ARC's business training program is a US based business education/intern program

to train 65 entrepreneurs a year in advanced business skills and to provide up to 140 entrepreneurs a year with guided practicums in the US on western business practices. The third component of ARC's business training program is a comprehensive technical assistance training program that provides tailored extension business training on specialized topics to Russian entrepreneurs and that promotes business linkages between US and Russian companies.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

All classified.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

- A. On site and US based business training for Russian small business entrepreneurs
- B. On site business information collection in Magadan, Yakutsk and Yuzhno-Sakhalinsk
- C. Facilitating business linkages between US and Russian businesses.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

Troika collects information and facilitates linkages in Khabarovsk
WTCAC also facilitates business linkages in Anchorage

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.
ARC files a report to USIA and USAID every quarter.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

- 1. UAA Business School
- 2. ACIB
- 3. World Trade Center AK
- 4. Office of International Trade
- 5.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses

☒ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years

Magadan - open 10/10/94

Yakutsk - open 30/08/93

Khabarovsk -open 01/12/94

Yuzhno-Sakhalinsk - open 10/10/93

\$700,000/year to maintain and staff all 4 centers / year

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Magadan/Khabarovsk/Yakutsk/Yuzhno-Sakhalinsk

Multiple trips by trainers and Russian entrepreneurs.

Purpose: training

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

N/A

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

1. Develop a vision of Alaska's role in development of RFE trade

2. Develop a viable strategy to achieve that vision

3. Resource the implementation of that vision

4. Do it now

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

ARC Anchorage

RABC
Khabarosk

RABC
Magadan

RABC
Yakutsk

RABC
Yuzhno-Sakhalinsk

USIA
9 Projects

19 Staff support international training and cultural/educational exchange programs

17. Who are your clients and how do they benefit from your activities?

Russian entrepreneurs

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

Each center has done needs assessment

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

GAO audited USAID program in February of 1995. Results have not yet been released.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Receive a modest state appropriation in order to enhance probability of larger external support.

21. What are the barriers to achieving these enhancements?

See 20

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

N/A

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

All Funding is Federal grants

FY 1993 2 million Set up and operate small business training program for Russian entrepreneurs.

FY 1994 3 million base funding. ARC also administered \$2 million of USIA funding for cultural exchanges and \$650,000 of additional training grants.

FY 1995 3.25 million (1.5 million USAID/RFE Small Business Development Training, \$1 million USIA cultural exchange and 750,000 Partnership project)

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: 0

FY 1994: 0

FY 1995: 0

All funds received are federal funds

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

See previous question.

3. How has your organization leveraged general fund dollars with other agencies for international activities?

Not yet

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☒ Yes

☐ No

Current funding adequate

Will need additional support in the future.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

Trains Russian business people so that they will be reliable partners who understand free market system.

Promotes business linkages

Provides information on business in RFE

Provides limited assistance in cities without ABC (Magadan/Yakutsk)

2. List other organizations in Alaska that provide similar services..

None

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

Introduced Yakutian buyer to AK plastic pipe maker

Assisting in coordinating sale of meat plants to Russian buyer

Coordinated visit of 25 Yakutian entrepreneurs who spent an estimated \$40,000 and went on to establish business relationships with Alaskan companies

Helped Alaskan food sales company establish relationship with Russian buyers

Helped Costco and Sams set up relationships with Russian buyers

Trained over 2800 Russian entrepreneurs in the RFE

4. Define your targeted constituency for this activity.

Russian entrepreneurs and small business owners.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes

6. Describe how these activities reflect your original mandate.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Primary purpose of ARC's activity is business education and training of Russian entrepreneurs

2. List any similar activities conducted by other organizations in Alaska.

None

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Redundant

4. Define your targeted constituency for this activity.

Redundant

5. Is this activity is part of a coordinated effort to benefit Alaska.

Redundant

6. Describe how this activity reflects your original mandate.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

Unable to track this information

2. List any similar activities conducted by other organizations in Alaska.
3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.
4. Define your targeted constituency for this activity.
5. Is this activity is part of a coordinated effort to benefit Alaska.
6. Describe how this activity reflects your original mandate.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

N/A

2. List any similar activities conducted by other organizations in Alaska.
3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska
4. Define your targeted constituency for this activity.
5. Is this activity is part of a coordinated effort to benefit Alaska.
6. Describe how this activity reflects your original mandate.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

1994-1995 brought 325 Russians to Alaska on cultural exchanges and sent 180 Alaskans to Russia. See attached summary.

2. List any similar activities conducted by other organizations in Alaska.
3. Briefly explain how each of these activities goes about benefiting Alaska.
4. Define your targeted constituency for this activity.
5. Is this activity is part of a coordinated effort to benefit Alaska.

6. Describe how this activity reflects your original mandate.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

400 US Companies / 500 Russian companies

2500 Russians

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

Personal counseling on trade with Russia

Information on business climate, taxes, customs duties

Contact information

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Half and half

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes

2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.



ARC AMERICAN RUSSIAN CENTER

The American Russian Center
Accomplishments and Purposes

3211 Providence Drive, Anchorage, Alaska 99508-8356
▲ Telephone (907) 786-4300 ▲ Facsimile (907) 786-4319

The American Russian Center of the University of Alaska Anchorage began operations with a \$2.15 million grant from the U.S. Agency for International Development in April 1993. ARC opened small business development centers in Yakutsk and Yuzhno-Sakhalinsk in the fall of 1993. In May 1994, ARC's AID funding was increased to \$3 million. As a result, new centers were opened in October 1994 in Khabarovsk and Magadan.

ARC oversees a \$2 million grant from the U.S. Information Agency, with which it supports 24 separate cultural and educational exchange projects between Alaska and the Russian Far East.

ARC received a USAID Partnership grant of \$1.5 million in 1995 which links the three campuses of the University of Alaska with institutions in Sakhalin, Yakutsk and Magadan.

ARC also was selected by the Academy for Educational Development to oversee three separate training projects in Reindeer Meat Processing, Oil and Gas Management, and Economic Education which provided training to 60 Russian entrepreneurs and teachers.

Here is a brief summary of ARC's major accomplishments between October 1993 and May 1995.

AID-sponsored activities:

Khabarovsk Business Training Center
Magadan Business Training Center
Yakutsk Business Training Center
Yuzhno-Sakhalinsk Business Training Center
Technical Assistance Projects
Alaska, Based Advanced Business Training
Specialized Business Training Trips to Alaska

Russians Served

70
54
375
628
1013
117
64

Training/Technical Assistance Total:

2321

Business Linkage Assistance:

- Developed comprehensive data base on U.S. and Russian businesses in the RFE.
- Set-up business library for firms working in the RFE.
- Provided assistance/information to more than 200 U.S. businesses and over 300 Russian businesses throughout the RFE.

USIA-sponsored activities:

- 26 separate exchanges are near completion, focused on every major population center of the RFE and originating in most major communities of Alaska. About half the projects are affiliated with the University of Alaska; the remainder are with non-profit and government entities.
- As of May 1995, 308 Russians had participated in Alaska-based programs and 196 Alaskans had traveled to the RFE as a result of the USIA support.
- Eight projects focused on democratization, 8 on the role of a free market, 6 on educational issues and 4 on improved communications and information sharing. Six projects specifically targeted issues of concern to Native peoples.
- Similar activities will be continued under new grant commencing in July 1995, supporting eight projects of somewhat larger size.

Cultural/Educational Exchanges Total

504

5/22/95