SCOMM

122:4

and Delivery of Government Services

21st Alaska Legislature

Commission on Privatization and Delivery of Government Services

Final Report

Appendix A: Subcommittee Reports Volume 3

Legislature
Military & Veteran's Affairs
Natural Resources
Public Safety
Revenue
    Alaska Housing Finance Corporation
Transportation
University of Alaska

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January 2000

LEGISLATURE

LEGISLATURE

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

SUBCOMMITTEE REPORT

ON THE

LEGISLATURE

November 10, 1999

Subcommittee Members: Kip Knudson, Chair; Kim Duke, Candi English, Harriet Fenerty, Mark Hanley, Mike Hawker, Mike Heatwole, Ed Hendrickson, Cindy Norquist

This report will outline:

- a process to analyze privatization of services in the Legislature;
- programs that are obvious starting points for the process outlined above; and,
- services in the Legislature that can be made more efficient in the short term.

HOW TO PROCEED

The question before the commission is what is the best way for government to provide services. Our subcommittee discussed the services that support the Legislature. We concluded that the primary function of the Legislature is lawmaking and the public has already "contracted" with individual legislators. Lawmaking is not a function that can be outsourced. However, alternate methods for providing all other services in the legislative branch should be examined.

Before going too far on the road to privatization, a budget with strong ties to accountability is a necessity. Lawmakers, staff and the public must readily understand the budget. The Legislature must determine how much it pays for services it receives, and understand how to evaluate the service provided.

The current budget structure does not isolate expenditure based on service. For example, the subcommittee reviewed budget data on the Administrative Services budget component, but could not isolate the cost of discreet services such as payroll, accounts receivable, supply, WAN management, or computer end-user support. Nor could the subcommittee effectively evaluate how efficiently and effectively each of those services is currently provided.

After a budget document is created that includes information on the cost of these services, managers must evaluate the service. Only then can legislators effectively compare alternative methods of providing the service.

All services should routinely be put out to bid. Groups eligible to bid are government employees, unions, and private businesses. This process will allow creative minds throughout the state to assess each service, and propose creative methods of delivering the service.

Contracts cannot be let without first outlining the scope of services, and how performance will be evaluated. The success of the bid process depends on the describing the service clearly (e.g. to provide the public with paper copies of all bills and fiscal notes under consideration during the 22nd Legislature). As well, criteria must be established to evaluate the quality and quantity of the service (e.g. the copies must be clean and legible and provided six hours after the requested by the LAA staff).

The subcommittee discussed proposals that might be submitted in response to these bid documents. Not all bid responses will be from the private sector. For example, Legislative Research might propose to eliminate 60 personal staff and redirect a small portion of that payroll savings to a centralized staff that would prepare issue briefs, and provide written summaries of all subcommittee and committee hearings.

SOME OBVIOUS RECOMMENDATIONS

There are some obvious places to begin using the process described above. Using the "yellow pages" measure, some services provided to the Legislature can easily be found in the private sector.

State employees currently perform the food service provided to legislators during session. The costs associated with this service should be carefully examined, then compared with alternative means of providing food to lawmakers.

Legislative Audit annually conducts the "single audit," a reckoning of state expenditures by the executive branch. Much discussion has already occurred on this topic within the audit division, and budget analysis has indicated that a private audit firm could perform this specific audit efficiently and effectively.

Private contractors have previously performed janitorial services. An immediate research project would be to isolate the cost of this service and compare it to the cost of the private contracts.

Four state employees perform building maintenance for the capitol building. That same number of state employees maintains all state buildings in Juneau, except the capitol building. Clearly this service should be analyzed.

Committee minutes are taken by a large number of state employees. The resulting record is not always very illuminating for posterity. The cost to provide these minutes should be compared to verbatim services offered by court reporters and transcription services.

Document services should be examined on a cost per page basis. Some document production might be a candidate for outsourcing, while some of the last minute, heat-of-the-moment production be retained in the hands of state employees. Improvements in copying technology are rapid, and putting this service out to bid might result in some very efficient and effective solutions.

There are many discreet services performed by the data processing staff. The Legislature has discussed "privatizing" data processing functions, but the discussion involved most, if not all DP functions. The individual services provided by the data processing division must be identified, and then described in the bid. A contractor might

be more effective and efficient in managing the wide area network, but not be interested in hardware maintenance.

EFFICIENCIES

The legislative branch spends the lion's share of its money on people. To achieve efficiencies, most solutions will involve using people more efficiently.

The largest first. Shortening the legislative session by 30 days would save $1.4 million in per diem and personnel costs alone ($165 per diem x 30 days x 60 legislators; 204 session-only staff x $5,400 avg monthly payroll cost).

Moving the legislative session to Anchorage would save at least $283,000, and to Fairbanks a minimum of $83,000 by calculating per diem savings, and expenses for moving legislators' personal belongings (per diem @ $165 x 0.60 x 3 legislators in JNU, 25 legislators in ANC, and 9 in FAI; average moving costs of $6,000 x 57 legislators to JNU, 35 to ANC and 51 to FAI). The analysis doesn't address the efficiencies gained by not having as many legislative offices out of service for two months during moves to and from the capitol building. Additionally, the vacated space in the capitol building in Juneau would be highly prized by executive agencies. Moving the legislative session is obviously a policy call to be made by elected officials. There is no way to assign a dollar value to the benefit of moving the people's body of government closer to the larger population centers.

There are 5.9 FTE's of support staff per legislator. This statistic should be compared to other legislatures. The ratio between professional staff (Leg Finance, Leg Audit, Admin Services) and personal staff should also be compared. Many legislatures limit personal staff, or don't allow any, in exchange for more powerful non-partisan staff.

As noted in the shortened session analysis, the average payroll burden for the Legislature is $5,451 per month per person. This statistic includes legislators' Range 10 compensation. This payroll burden should be compared to other legislatures to insure competitiveness.

A suggestion was made to the subcommittee to create a unicameral legislature. Unless the single house would be comprised of fewer than 60 members, this arrangement would most likely not save money. Additionally, without the check of a second deliberative body, more bills would be enacted, increasing costs for other agencies and programs.

Legislative Finance is experiencing an undesirable rate of turnover. A suggestion was received to reorganize in the following manner: hire two or three policy analysts at a competitive range, then hire several part-time staff that focus on data entry and appropriation bill production. The current workload distributes data entry, bill production and fiscal analysis evenly across all staff.

Many employees in the Administrative Services section are required to fill out time cards. A great deal of staff time is spent processing these cards. All Administrative Service employees are salaried.

Downtime, expense and risk are assumed by moving computer equipment between legislative district offices and the capitol building. Additionally, staff and legislators are often without a computer for many weeks during the moving of this equipment. Presenting this problem in a request for proposals might result in a bid to move the legislature to a more centralized computer system accessed by less expensive terminals that could be left in place in the capitol building and in district offices. This centralized system would also solve a common problem of unequally distributed computing resources. All staff and legislators would have access to the same software.

Office space and furniture should be made standard for members of the legislature. Currently, a great deal of time and energy is spent remodeling offices and updating furniture with each new legislative session. From a philosophical point of view, members are elected to the legislature to represent the best interests of the people in their district. Handicapping someone's ability to perform that function on the basis of majority or minority affiliation does not make sense. We completely agree that majority members should have greater leeway in the realm of staffing decisions. The group in control of the body must have the resources to promote its agenda. Computers, office size and space, and office furniture do not generally assist in the promotion of an agenda, and should be uniform for all members. Stop the process of reconstructing the capitol building and legislative offices throughout the state every two years.

The Legislative Finance division has its own computer standard, thus different equipment and software, and its own computer support staff. This is undoubtedly inefficient in an organization as small as the legislative branch.

CONCLUSION

The subcommittee agreed that it is incumbent on the Legislature to lead by example in the privatization process. Hopefully the subcommittee has provided you with one or two ideas to improve the delivery of services in the legislative branch. Thank you for the opportunity to present these recommendations.

DEPT. COMMENTS

Alaska State Legislature

Legislative Affairs Agency

Office of the Executive Director

130 Seward Street, Suite 313 Juneau, Alaska 99801-2197 Phone (907)465-3800 Fax (907)465-3234

MEMORANDUM

TO: Representative John Cowdery, Co-Chair, Commission on Privatization and Delivery of Government Services
Senator Jerry Ward, Co-Chair, Commission on Privatization and Delivery of Government Services
Members and Subcommittee Members of the Commission

FROM: Pam Varni, Executive Director

DATE: November 8, 1999

SUBJECT: Comments on the Subcommittee Report on the Legislature

Thank you for asking for my comments on the Privatization Subcommittee Report on the Legislature.

There are some ideas brought out that could be explored by the Budget and Audit Committee or the Legislative Council Committee in the future. These two permanent committees set the policy and oversight for the Legislative Branch. Over the years these committees have made numerous budget reductions, consolidation of our research arm and reorganization of the Legislative Affairs Agency.

To accomplish some of the efficiencies described would take a statute change like shortening the legislative session or moving the legislative session.

One comment that was made was about salaried employees filling out time cards. No salaried employees fill out time cards because we are exempt employees not covered by the Fair Labor Standards Act. Only our hourly paid employees fill out time cards.

We are always looking at ways to be more efficient and save money. Thank you to the members of the subcommittee for your time and recommendations.

APPENDICES

FY 2000 Request - $M

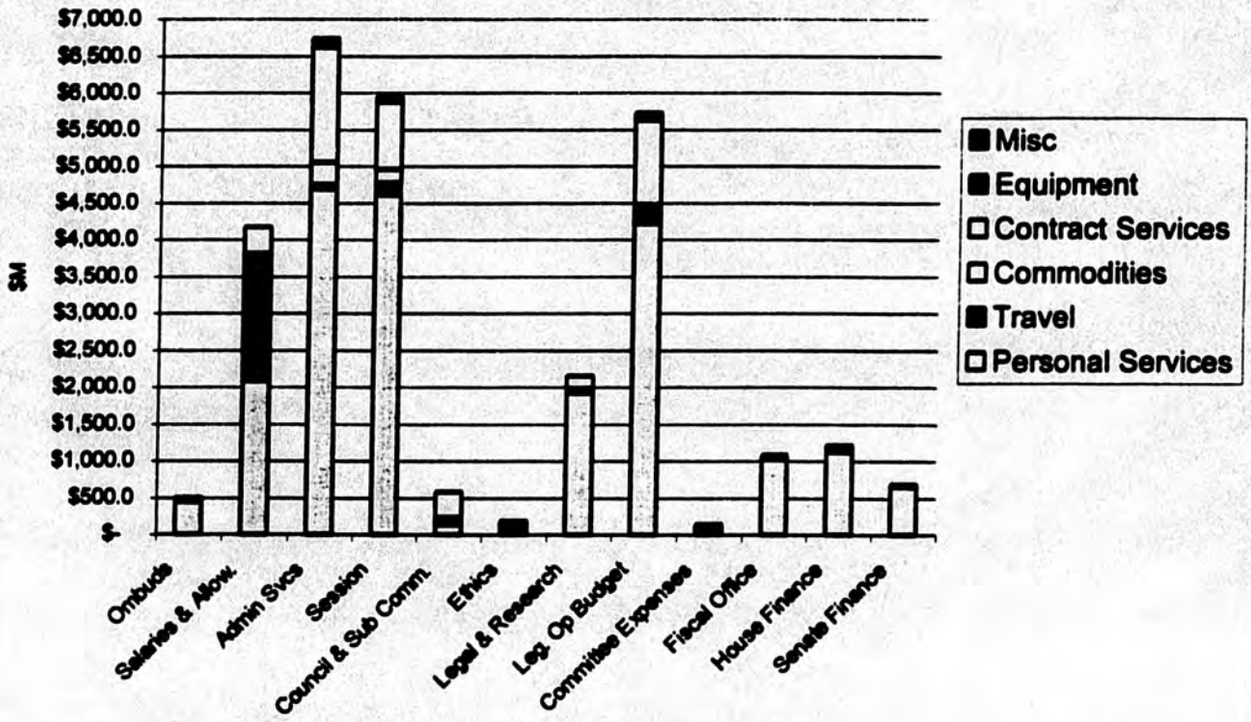
	Legislature	Legislative Affairs							Legislature				
	Bud&Audit	Legislative Council						Leg Op Bud	Bud&Audit	Legislative Finance			
	Ombuds	Salaries & Allow.	Admin Svcs	Session	Council & Sub Comm.	Ethics	Legal & Research	Leg. Op Budget	Committee Expenses	Fiscal Office	House Finance	Senate Finance	Total
Personal Services	$ 437.6	$2,078.6	$ 4,679.8	$4,602.7	$ 127.4	$ 61.0	$1,914.9	$4,207.1	$ 68.1	$1,013.8	$1,114.8	$ 643.0	$20,948.8
Travel	$ 6.0	$1,723.5	$ 63.2	$ 159.3	$ 52.0	$ 34.0	$ 13.0	$ 250.0	$ 30.0	$ 7.9	$ 7.9	$ 10.0	$ 2,356.8
Commodities	$ 41.2	$ -	$ 298.0	$ 186.2	$ 51.0	$ 1.0	$ 43.0	$ 13.0	$ 5.0	$ 11.0	$ 7.1	$ 1.0	$ 657.5
Contract Services	$ 6.0	$ 360.0	$ 1,565.9	$ 918.8	$ 343.8	$ 54.0	$ 174.9	$1,150.0	$ 30.0	$ 34.6	$ 57.8	$ 23.0	$ 4,718.8
Equipment	$ 1.0	$ -	$ 125.9	$ 80.0	$ -	$ 30.0	$ 5.0	$ 100.0	$ 10.0	$ 10.0	$ 17.2	$ -	$ 379.1
Misc	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -
Total	$ 491.8	$4,162.1	$ 6,732.8	$5,947.0	$ 574.2	$ 180.0	$2,150.8	$5,720.1	$ 143.1	$1,077.3	$1,204.8	$ 677.0	$29,061.0
Full Time Employees	6.0	60.0	58.0	0.0	2.0	0.0	15.0	No	1.0	9.0	18.0	16.0	185.0
Part-time Employees	1.0	0.0	37.0	204.0	0.0	1.0	16.0	data	1.0	8.0	0.0	0.0	268.0
Employees	7.0	60.0	95.0	204.0	2.0	1.0	31.0	supplied	2.0	17.0	18.0	16.0	453.0
Staff Months	81.0	720.0	1,056.0	901.0	24.0	9.6	312.0		15.0	170.0	216.0	111.0	3,615.6
FTE's	6.8	60.0	88.0	75.1	2.0	0.8	26.0	#VALUE!	1.3	14.2	18.0	9.3	301.3
Benefit Cost	$ 108.9	$ 636.9	$ 1,087.1	No data	No data	No data	$ 432.8	No data	$ 22.6	$ 240.9	$ 258.0	$ 152.3	$ 2,939.5

Metrics

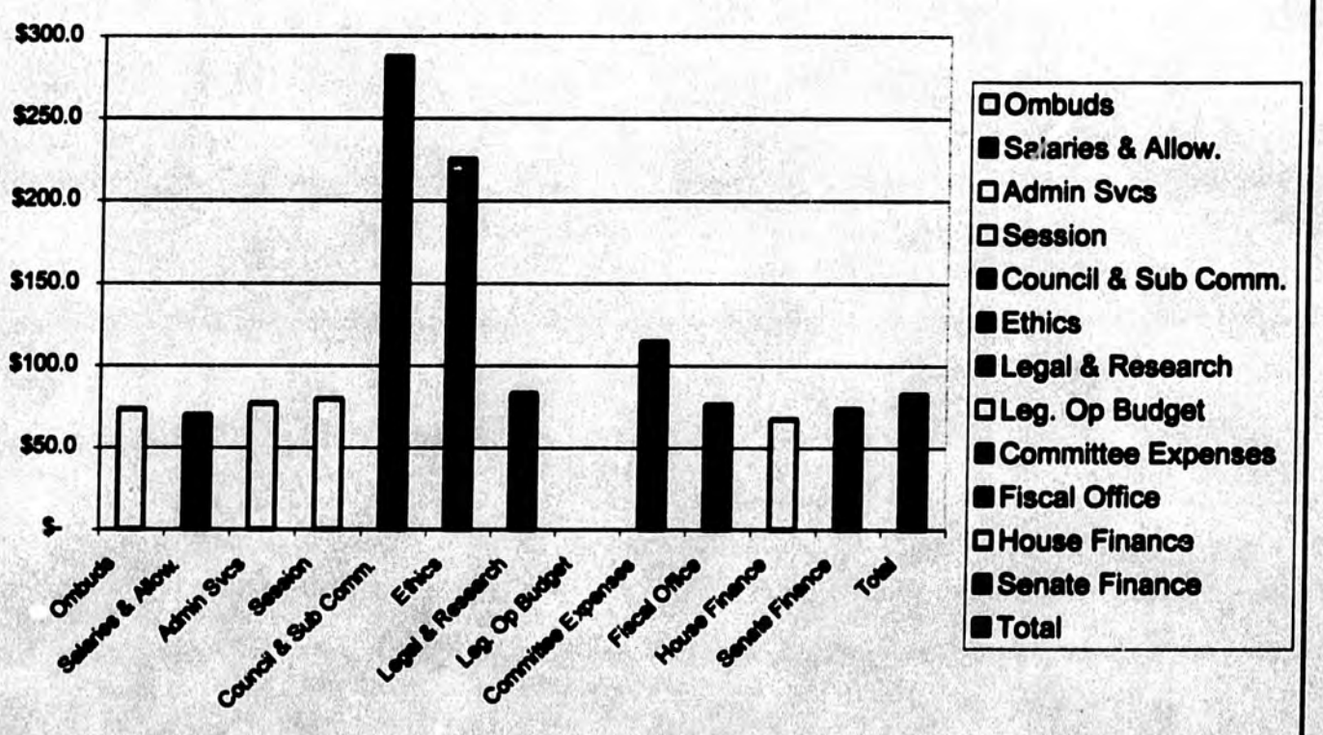
T. Cost/FTE	$ 72.86	$ 69.37	$ 76.51	$ 79.21	$ 287.10	$ 225.00	$ 82.72	$ 114.48	$ 76.04	$ 66.93	$ 73.19	$ 82.49	(1)
Salary/FTE	$ 64.83	$ 34.64	$ 53.18	$ 61.30	$ 63.70	$ 76.25	$ 73.65	$ 54.48	$ 71.56	$ 61.93	$ 69.51	$ 69.53	
Cash salary/FTE	$ 48.70	$ 24.03	$ 40.83	#VALUE!	#VALUE!	#VALUE!	$ 57.00	$ 36.44	$ 54.56	$ 47.60	$ 53.05		
Variable cost/FTE	$ 65.72	$ 63.37	$ 53.90	$ 63.42	$ 89.70	$ 118.75	$ 74.15	$ 78.48	$ 72.12	$ 62.37	$ 70.59	$ 77.35	
Benefit Cost/FTE	$ 16.13	$ 10.62	$ 12.35	#VALUE!	#VALUE!	#VALUE!	$ 16.65	$ 18.04	$ 17.00	$ 14.33	$ 16.46	$ 9.76	
Benefit % of "Salary"	24.9%	30.6%	23.2%	#VALUE!	#VALUE!	#VALUE!	22.6%	33.1%	23.8%	23.1%	23.7%	24.6%	
Part-time % of total EE's	14.3%	0.0%	38.9%	100.0%	0.0%	100.0%	51.6%	50.0%	47.1%	0.0%	0.0%	59.2%	

(1) Does not include Leg. Op budget due to missing data

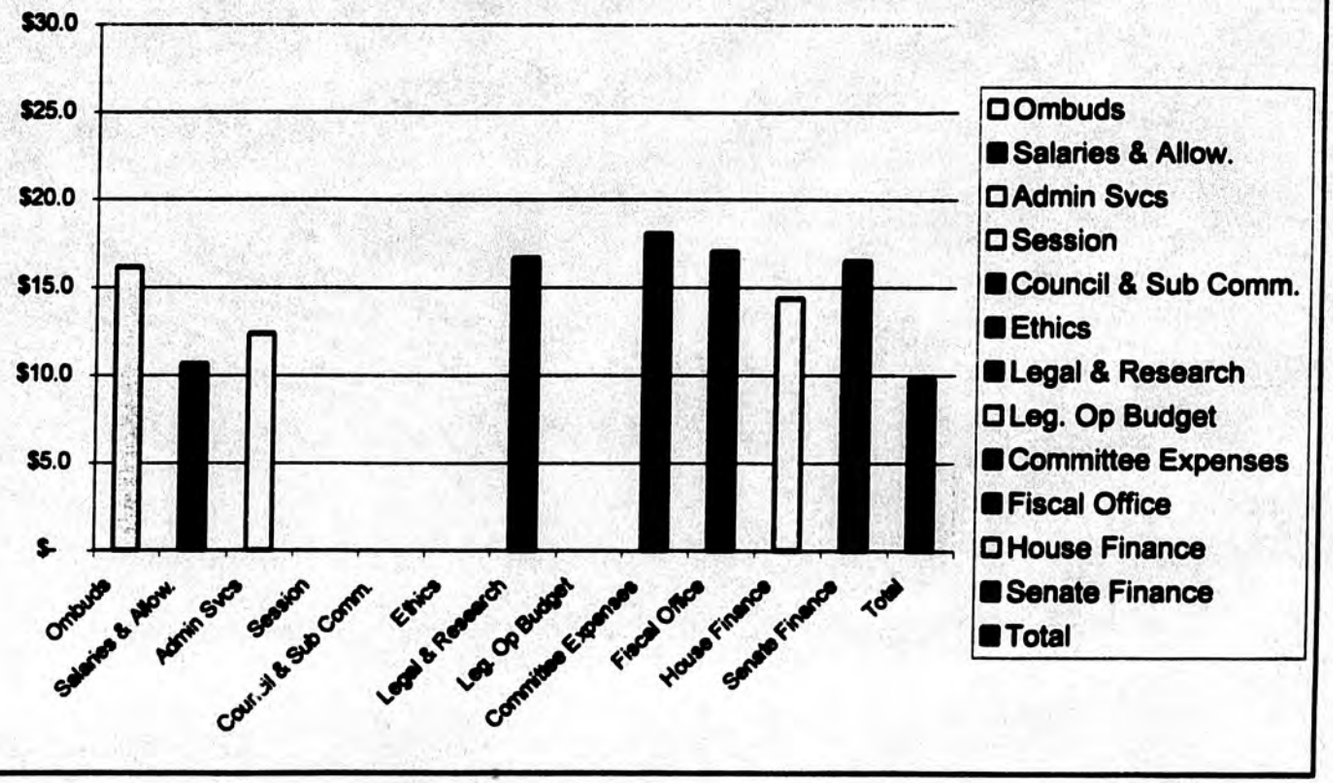
Cost by Category



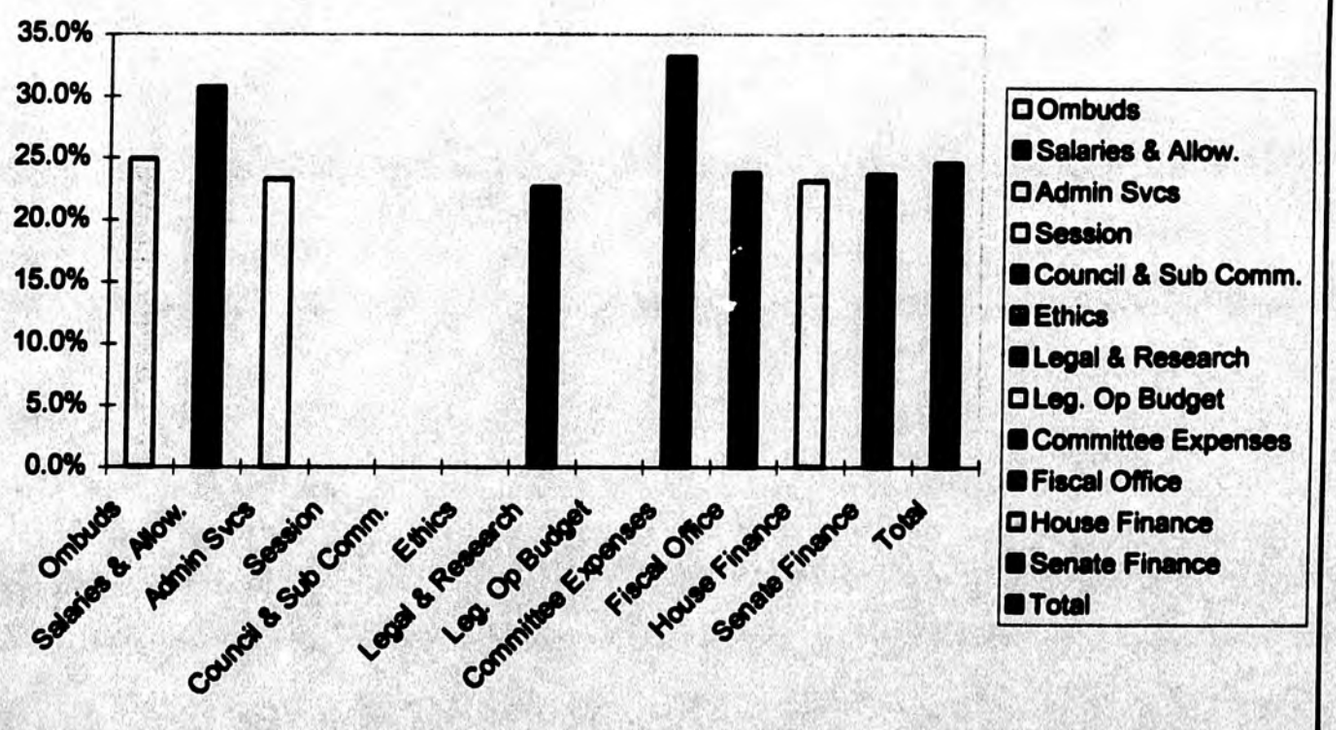
T. Cost/FTE



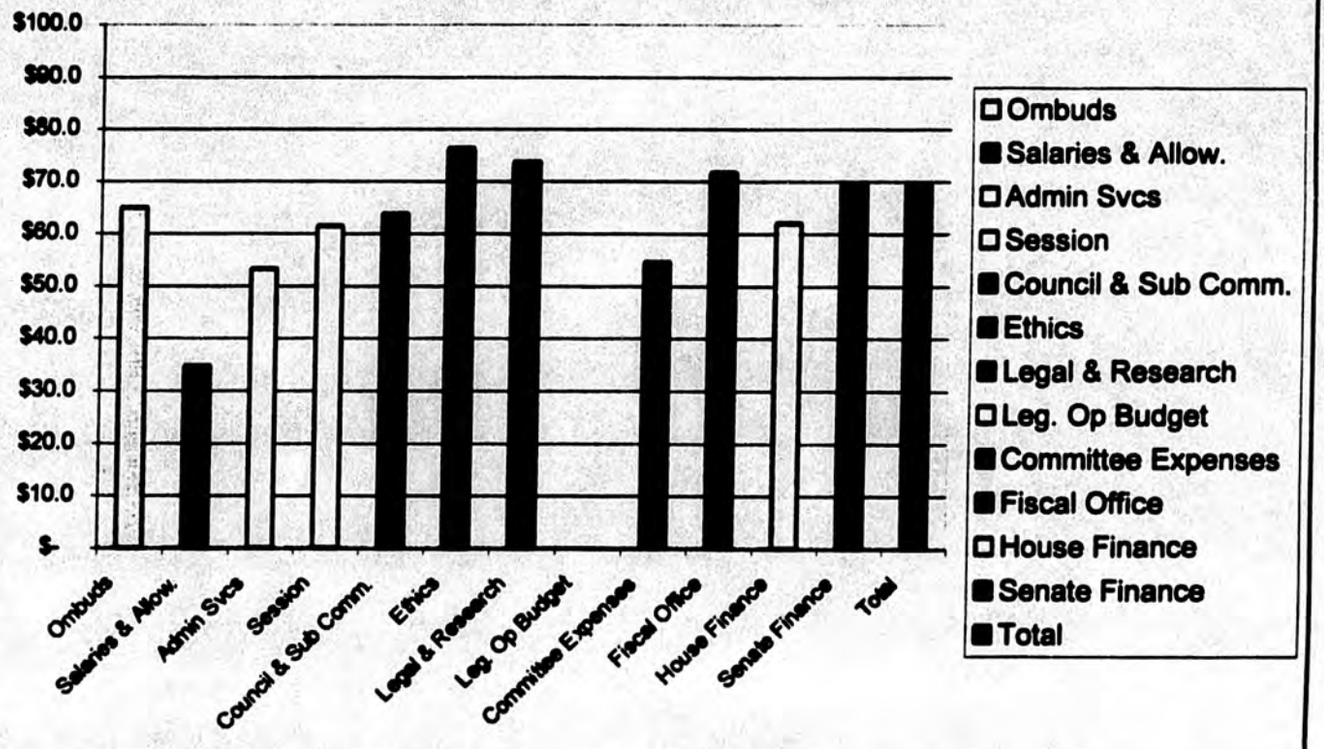
Benefit Cost/FTE



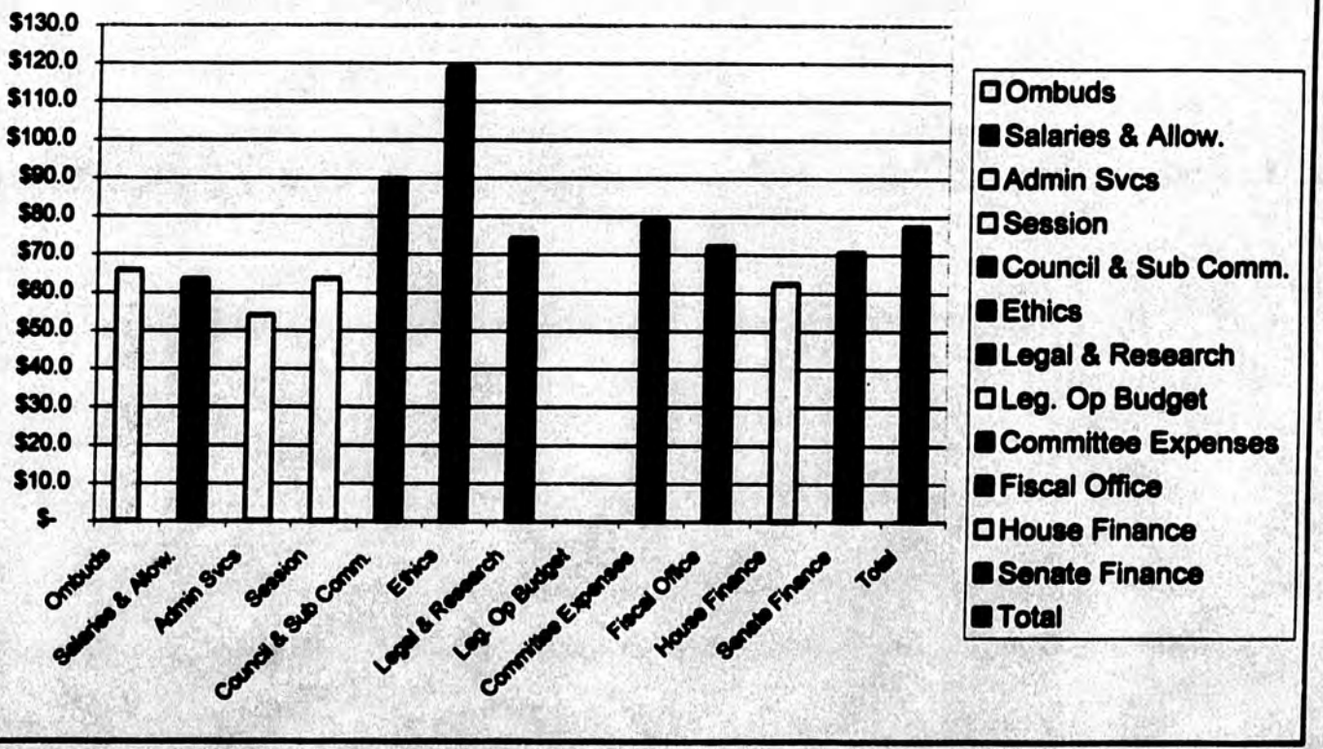
Benefit % of Salary



Salary/FTE



Variable cost/FTE



Conclusions

1) Data is incomplete. Drawing definitive conclusions would be inappropriate without further investigation

2) Compensation (including benefits) per full time equivalent (FTE) averages approximately $70M/year

3) Benefits average approximately 25% of total compensation

4) 4 to 1 ratio between "Legislative support staff" and Legislators (300 employed, 60 elected)

5) Significant percentage of staff is essentially "part-time"

DMVA

DEPT. OF MILITARY + VETERANS AFFAIRS

SUBCOMMITTEE REPORT
ON THE
DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

November 30, 1999

Subcommittee Members: Chris Nelson, Chair; Don Dietz, Len Doherty
Mary Good, Roger Graves, Casey Sullivan, Bob Walsh, Jerry Ward

I. Agency and Department Name

Department of Military and Veterans Affairs

OVERVIEW: The Department of Military and Veterans Affairs (DMVA) directs the activities of a unique combination of federal and state programs which employ an equally unique combination of state workers, full and part time military members, and volunteers. It conducts operations from 76 separate community locations, which include readiness centers, armories, camps, air facilities, training areas, and bases. Its largest organizations are the Alaska Army National Guard and the Alaska Air National Guard which are major Reserve Components of the Armed Forces of the United States. As such, they are federally funded and operated under the federal statutes and regulations which apply to military activities including the Department of Defense's privatization initiatives. The National Guard has the dual mission of supporting a variety of state programs in peacetime and federal military operations upon mobilization. The Commissioner of DMVA is also The Adjutant General of the State of Alaska and commands the National Guard. Particularly noteworthy is the DMVA's extensive use of volunteers to maximize its operations with little or no expense to the state. The State Defense Force and Naval Militia are made up completely of volunteers who augment disaster and emergency operations. The DMVA partners with Alaska's veterans' organizations to fund full time Veterans Service Officers who process benefit claims for individual veterans. These Veterans Service Officers, in turn, utilize a network of volunteer Service Officers in over seventy-five American Legion, Disabled American Veterans, and Veterans of Foreign Wars posts in communities throughout the state, to reach eligible veterans. These are exemplary uses of volunteer resources which produce outstanding benefits for our state.

II. Budget Request Units (BRUs) and Component Names

A. Disaster Planning and Control
B. Alaska National Guard
C. Alaska National Guard Benefits
D. Veterans' Affairs

E. Front Section Appropriation

III. Total Budget and Fund Sources

Federal Funds	$23,406.2
General Funds	$ 7,883.9
Other Funds	$ 3,326.6
TOTAL	$34,616.7

IV. Total Revenue Derived

1. The Federal Government pays 100% of the salaries and associated operational costs for over 4,000 military members of the Army and Air National Guard. The Air National Guard estimates that its annual payroll is $35.3 million in the Anchorage area and $22.3 million in the Fairbanks area.
2. The Federal Government pays 100% of the military construction for the Air Guard and 75% of all operation and maintenance costs for facilities identified on the state budget.
3. The Federal Government pays 100% of security guards, environmental, aircraft rescue, and firefighters identified on the state budget.
4. The Federal Government pays up to 100% of the facilities operations and maintenance costs of the Army Guard depending on the mission of the units using the facilities.
5. The Federal Government pays up to 100% of the military construction for the Army Guard depending on the mission of the units who will use the new facility.
6. The Federal Government had initially paid 100% of the Youth Corps ChalleNGe program but, since FFY 98, has been phasing in increasing requirement for a state match. By FFY01, states will be required to fund 40% of this program designed to provide discipline, focus, and education to 16-18 year old at-risk youth.
7. The Federal Government pays 100% of the Guard's Counter-Drug Program. This year, that program became eligible to receive asset forfeiture money.
8. Veterans Service Officers, funded through DMVA by state grants, have established impressive return ratios in securing federal veterans benefits for individual Alaskans.

YEAR	STATE GRANT	BENEFITS PAID	RETURN
94-95	$450,000	$33,791.737	$75 on each state $1
95-96	$450,000	$21,180,740	$47 on each state $1
96-97	$480,000	$19,415,357	$40 on each state $1

V. Constitutional and Statutory Provisions Governing Agency Operation.

10 USC CH 133	Facilities for Reserve Components
31 USC SEC 6301-6308	Using Procurement Contracts and Grants and Cooperative Agreements
AS 26	Military Affairs and Veterans
AS 44	State Government
AS 46	Water, Air, Energy, and Environmental Conservation
NGR 420-10	Management of Installation Directorates of Public Works
AR 130-400	Logistical Policies for Support

V. Agency Mission, Goals and Objectives

DMVA MISSION STATEMENT: Provide relevant, ready, quality forces and services of Alaskans and the Nation.

DISCUSSION:

1. National Guard units must be organized and trained to accomplish both peacetime and, upon Federal mobilization, wartime missions. The successful end of the Cold War eliminated long standing key mobilization missions for the Alaska National Guard as well as the need for some of its units. Both the Army and Air Guards are now being reorganized into units which can meet the challenges of the post-Cold

War world. This has resulted in a significant reduction in the size of the Army Guard

2. The Alaska Army National Guard, from the early 1950's to 1992, was organized into scout and mechanized infantry/armored cavalry units which would be operationally deployed upon mobilization to conduct reconnaissance/surveillance and long range communications missions. It had an authorized strength of 3900 personnel. Today, the Army Guard's authorized strength has been reduced to 2,020 personnel and its units are reconfigured to provide:

    - Critical Site Security
    - General Support Aviation (rotary and fixed wing)
    - Long Range Communications
    - Mobilization Readiness

3. These units are organized, trained, and equipped to conduct tactical operations and stability support operations in support of worldwide United States Army requirements and State of Alaska emergency missions. Specific state missions are:

    - Conduct search and rescue missions
    - Assist in Community affairs projects
    - Provide disaster relief assistance.
    - Be responsive to State programs which benefit quality of life, civic pride, and cultural identity.

4. The Deployment Readiness Review of the National Missile Defense system, due to be completed this summer, could create a major new mission for the Army Guard. If the decision is reached to build the system in Alaska, the only location from which all fifty states can be protected, an Alaska Army Guard unit employing up to 300 full time personnel, will be created to operate it

5. The Air Guard has been more successful in securing relevant post-Cold War missions and has grown in personnel and equipment. The Air Guard now has an authorized strength of 1,953 personnel organized into units that provide

    - Aerial Refueling

- Combat Rescue
- Tactical Airlift
- Combat Communications
-

6. The Office of Veterans Affairs has established a unique public-private partnership between the state and private voluntary organizations to serve the over 65,000 military veterans live here. (Alaska has the second highest per capita ratio of veterans to citizens in the United States. Only Wyoming is higher). Its mission includes:
Advocacy for Veterans and Issues

- Coordination with Local, State, and Federal Groups
- Oversight of Veterans Service Officers
- Leadership of Special Projects and Programs
-

The Office of Veterans Affairs partners with the Veterans of Foreign Wars, the American Legion, and the Disable American Veterans to provide twelve full-time Veterans Service Officers (VSOs) to counsel veterans on benefit eligibility, assist them in preparing their claims, represent them at federal Veterans Administration hearings, and assist them in both administrative and legal appeals of claim denials. A state grant pays 70 percent of the cost of the VSO program, including salaries, travel, and errors and omissions coverage. The remaining 30 percent is provided by the three private veterans organizations and covers office rent, supplies, and phone costs. VSOs attend training on changes in veterans programs twice a year and must pass an examination established by the VA. In addition to placing Alaska veterans in VA programs, the VSOs also make referrals to the Social Security Administration and programs run by other private voluntary/non-governmental organizations such as the Salvation Army. VSOs participate in military retirement briefings at Alaska's military installations and conduct an active outreach program through the volunteer Service Officers in each of our state's VFW, American Legion, and DAV posts. As noted in Section IV Paragraph 8 of this report, the VSO program, over the past four years, has achieved an average return of over $54 in benefits for every $1 invested by the state. It is a model of cost-effective delivery of government services.

7. Youth Corps ChalleNGe is a federally funded twenty-two week residential program operated by an 84-member cadre at Camp Denali on the Fort Richardson Military Reservation. The program targets 16-18 year old "at risk" youth who have dropped out of school and places them

in a highly structured and disciplined military "boot camp" where they receive educational and vocational training. Since it was established in 1993, over 720 students have completed the program. Eighty percent of its students receive the Government Equivalency Diploma (GED), fifty-five percent enter employment, and thirty percent pursue further academic or vocational goals. The Federal Government has renewed this program but is now requiring state governments to pick up an increasing percentage of its costs.

8. The DMVA's Counter Drug Program uses the National Guard to provide:

Local, State and Federal Inter-Agency Coordination and Support
Training
Reconnaissance/Observation

The program, which has contributed to over $65 million in drug seizures, is now eligible to receive asset forfeiture money. It conducts an active community outreach program which works with over 50,000 youth and 3,000 adults in a multi-agency effort through schools and youth organizations each year. The program actively supports the Alaska Federation of Natives Sobriety Movement.

9. The Alaska State Defense Force is a purely voluntary organization established by state statute. It is organized as a Civil Affairs Regiment and its over 250 members augment the Division of Emergency Services and the DMVA Joint Staff during emergencies and disasters. Its specific missions include security, crowd control, and emergency services.

10. The Naval Militia is a similar voluntary organization established by state statute. Its 105 members are also members of the U.S. Navy Reserve. The Naval Militia augments the Division of Emergency Services and the DMVA Joint Staff during emergencies and disasters.

11. The Division of Emergency Services' mission statement directs it to "lead, coordinate, and support the emergency management system, inorder to protect lives and prevent the loss of property from all hazards. The Division's 35-member staff partners with other state agencies as well as Alaska's local governments to prepare disaster plans and coordinate the delivery of emergency services. This is a special challenge under

Alaska's unusual local government structure which includes three unified home rule municipalities, fourteen boroughs, and the unorganized borough which contains 60 percent of the state's land area and 97 of its 149 incorporated cities. The Director of the DMVA, in his capacity as The Adjutant General, chairs the Governor's Disaster Policy Cabinet (DPC) which prepares and provides recommendations to the Governor during disaster emergencies. Its members include core department commissioners, the Attorney General, and the Director of Management and Budget.

VII. Number of Employees

The DMVA directs the activities of over 4,500 military members, state employees, Youth Corps Cadets, and volunteers.

VIII. Technology Used to Perform Mission

The National Guard is equipped under standardized military Tables of Organization and Equipment (TO&Es). The Air Guard operates C-130, KC-135, and UH-60 aircraft. The Army Guard is equipped with UH-60, C-12, and C-23 aircraft as well as the Army family of wheeled vehicles and the over-the-snow Small Unit Support Vehicle (SUSV). Each National Guard component uses the family of radios and communications equipment standardized for its service. Other departments within DMVA use commercial communications, which are not standardized.

IX. Existing Agency Contracts

Under Department of Defense directives, the National Guard contracts its facilities management functions, security operations, and public information broadcasting. A complete list of contracts is found in ANNEX A.

X. Existing Privatization Practices

The Nation Guard is subject to the Federal Competitive Sourcing and Privatization (CS&P) policies outlined in Office of Management and Budget (OMB) Circular A-76. A management team from United States Army Alaska (USARAK) briefed members of the Legislature on OMB A-76 initiatives in Alaska during the Special Session in September. A copy of their briefing materials is found in Annex B.

XI. Recommendations

1. Shift Youth Corps ChalleNGe funding. The state matching funds required to continue the Youth Corps ChalleNGe Program should be shifted from DVMA to the Education Foundation Formula. HB 403 (Mulder) was introduced during the last Legislative Session to accomplish this.

2. Standardize cell phone communications. State agencies with responsibilities in disaster emergencies should choose a single compatible cell phone provider. Standardization could be accomplished by direction of the Department of Administration as well as by legislation.

XII. Rationalization for Recommendations

1. Youth Corps Cadets are school dropouts who earn a second change to complete high school and receive vocational training through this program. They are, in effect, full time students for the twenty-two weeks they are enrolled in the program rather than participating members in the National Guard. If they were enrolled in a continuing education or vocational training program operated by one of Alaska's school districts, they would be included in the Education Foundation Formula. Funding their participation in Youth Corps ChalleNGe as an education program is appropriate.

2. State agencies today are free to choose their own cell phone providers. As a result, the state pays a variety of rates to several vendors whose systems are, in some cases, incompatible. While this is an annoying distraction during normal operations, the inability of state and local agencies to establish immediate communications during an emergency could create a major adverse impact. Negotiating a contract with a single provider could lower overall communications costs and ensure continuous communications during an disaster.

XIII. Problems and Barriers

1.The wide range of standards established for public schools might restrict Education Foundation Formula funding. The Foundation Formula currently supports school districts, which operate under fixed requirements for the

credentialing of teachers and administrators, hours of instruction, curriculum content, and the construction of school facilities. The Youth Corps ChalleNGe program is a non-traditional alternative operated by personnel who are not credentialed educators emphasizing military style discipline in a structured environment on an Army base.

2. A standardized system might not fill some agency specific requirements. Organizations which are pleased with their current communications systems could be reluctant to change.

MEMORANDUM

State of Alaska
Department of Military & Veterans' Affairs

To: Annette Deal
Legislative Privatization Committee

Date: December 1, 1999

From: Jim Chase
Deputy Commissioner

Phone: 428 6854

E-Mail: <jim_chase@ak-prepared.com>

Subject: Follow-up

Attached is a status data page for the Alaska Military Youth Academy (AMYA). From this you can obtain the historical and projected per graduate cost from the beginning of the program through the classes of SFY2000.

The following is a quote from Governor Knowles during one of his 'state of the children' speeches. "...it costs an average of just over $60,000 for a young person to be placed in Alaska's Youth Corrections facilities. According to 1996 statistics from the Alaska Department of Corrections, it costs about $30,000 to $55,000 a year to keep an adult in prison in Alaska." The message which is relevant to the AMYA is that the state gets a predictable return-on-investment. The monies spent on youth and adult corrections cannot be considered an investment for which you can reap a positive return.

The AMYA has a Memorandum of Agreement (MOA) with the Cook Inlet Native Association for their support of any Alaska Native cadet. We have not explored the capability of the Bureau of Indian Affairs (BIA) to support the AMYA program since the basic funding comes from federal sources that require a state match. Should the BIA have funds, we first would require state authorization to receive the funds and secondly also be liable for providing a state match. These are two issues that would be counterproductive considering the effort which would have to be expended.

I have enclosed Chapter 5 of Alaska Statute Section 26 that speaks to the Military Code of Alaska. In it is described the Alaska National Guard, the Alaska Naval Militia and the Alaska State Militia, (aka the Alaska State Defense Force,(ASDF)) The language throughout this chapter is confusing to say the least. The department is proposing clarifying legislation this session. The department has historically supported the ASDF with an internal annual budget allocation of $25,000. This meager amount supports the 'housekeeping' needs of the force.

Some of their most memorable response efforts in the last few years are:

1. The Miller's Reach Fire.
2. The Western Alaska Fisheries Disaster.
3. The Turnagain Pass Snowmobile Disaster.

The ASDF have recently been trained and are ready for a possible stand-up should the Y2K issue turn into a disaster situation.

Alaska Military Youth Academy

Report on Graduate Compliance and Stipend payments:

In classes 94-2 through 97-1, Cadets received, before graduation, a stipend letter stating very clearly the criteria for being eligible to receive the Stipend. The requirements were simple but direct and stated that the cadet must comply in the following three areas:

1) The Cadet must work or be in school full time
2) The Cadet must have weekly contact with their mentor
3) The Cadet must send in a Post-Residential Quarterly Report

The class of 94-2 averaged 79.5% compliance
The class of 95-1 averaged 82.0% compliance
The class of 95-2 averaged 86.5% compliance
The class of 96-1 averaged 90.0% compliance
The class of 96-2 averaged 85.0% compliance
The Stipend for these classes was $2,200
The class of 97-1 averaged 82.0% compliance (with a $1,200 stipend)
The class of 98-1 is averaging 81% compliance (no stipend letters were provided)
The class of 98-2 is averaging 70% compliance (no stipend letters were provided)
The class of 99-1 is averaging 90.5% compliance ($2,200 stipend letters were provided)
The class of 99-2 just graduated in Sep 99 ($2,200 stipend letters were provided)

Graduation statistics:		State Fiscal Year - Cost:
Class 94-1:	43 graduates	SFY94 - $1,560.7 ($36,295 per graduate)
Class 94-2:	43 graduates	
Class 95-1:	49 graduates	SFY95 - $2,456.6 ($26,695 per graduate)
Class 95-2:	63 graduates	
Class 96-1:	76 graduates	SFY96 - $2,755.8 ($19,820 per graduate)
Class 96-2:	62 graduates	
Class 97-1:	72 graduates	SFY97 - $3,052.6 ($22,776 per graduate)
Class 98-1:	55 graduates	
Class 98-2:	81 graduates	SFY98 - $3,188.4 ($23,441 per graduate)
Class 99-1:	84 graduates	
Class 99-2:	91 graduates	SFY99 - $3,758.5 ($21,474 per graduate)
Total	719 graduates	

Projected for SFY2000

Class 99-3:	122 graduates	
Class 00-1:	100 graduates	SFY00 - $4,336.3 ($19,531 per graduate)

Note:

The $2,200 post-graduation stipends are paid as follows:

- $700 is paid at graduation
- $750 is paid six months after graduation based on compliance
- $750 is paid after 12 months and satisfactory compliance with the requirements

Alaska Military Youth Academy

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Chapter 05. Military Code of Alaska.

Section
10. Alaska militia established
20. Exemption from military service
30. Composition of organized militia
50. Authority for organization
60. Control of Alaska National Guard and Alaska Naval Militia
70. Governor may order organized militia into active service
75. Reemployment rights of the organized militia
80. Decision of governor final
90. Proclamations of martial law
100. State militia
110. Governor may order unorganized militia into active service
120. Penalty for failure to obey call
130. Penalty for physician making false certificate
135. Suspension of enforcement of civil liabilities
140. Suits against officers and enlisted persons
150. Not liable for exercise of judgment
160. Appointment, qualifications, and duties of adjutant general
170. Governor's command and instructions exercised through the adjutant general
180. Headquarters staff of Alaska National Guard
190. Administration
200. Officers' qualifications, appointment and tenure
210. Removal of officers
220. Retired list
222. Creation and administration of Alaska National Guard and Alaska Naval Militia retirement system
Section
223. Commencement of participation in system
224. Retirement benefits
225. Earlier service
226. Contributions
228. Accounting and investment
229. Definitions
230. Armories, training sites, and maintenance facilities
235. Active duty training sites
240. Enlisted persons
250. Discharges
260. Pay and allowances
265. Reenlistment bonus
270. Payment of military claims
280. Transportation, subsistance, and supplies
290. Further equipment and armories
295. Educational assistance for enlisted personnel
296. Tuition assistance
298. Definition for AS 26.05.295 and 26.05.296
300. Statement of policy on military justice
310. Military courts for the Alaska militia
320. General court-martial
322. Special court-martial
324. Summary court-martial
326. Appeal from court-martial convictions
330. Expenses of military courts
340. Miscellaneous provisions
350. Short title

Sec. 26.05.010. Alaska militia established. (a) The militia of the state consists of all able-bodied citizens of the United States and all other able-bodied persons who have declared their intention to become citizens of the United States, who reside in the state, who are at least 17 years of age, and who are eligible for military service under the laws of the United States or this state.

(b) The militia is divided into two classes:

(1) the organized militia, consisting of the Alaska National Guard, the Alaska Naval Militia, and the Alaska State Militia, and

(2) the unorganized militia, consisting of all qualified persons available for service but not serving in the organized militia.

(c) The adjutant general may, by regulation, prescribe the maximum age for eligibility in the militia. (§ 2 ch 150 SLA 1955; am § 1 ch 44 SLA 1968; am § 1 ch 141 SLA 1972; am § 1 ch 5 SLA 1987)

NOTES TO DECISIONS

Use of National Guard to execute search warrant. — Under Alaska Const., art. III, § 19, the governor is authorized to use of National Guard to execute the laws, and there is no provision of this chapter that prohibited the use of National Guard soldiers to execute search warrants. Wallace v. State, 938 P.2d 1157 (Alaska Ct. App. 1997).

Collateral references. — 59 Am. Jur. 2d, Military and Civil Defense, § 1 et seq.; 54 Am. Jur. 2d, Military and Civil Defense, § 149 et seq.
87 C.J.S., Militia, § 1 et seq.

Validity and construction of state statutes requiring employers to compensate employees for absences occasioned by military service. 8 ALR4th 704.

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App. 1997).

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ce. 8 ALR4th 704.

Sec. 26.05.020. Exemption from military service. The following are exempt from militia service: persons exempt by the laws of the United States, judges of the courts of the state, and members and officers of the state legislature. (§ 3 ch 150 SLA 1955)

Sec. 26.05.030. Composition of organized militia. (a) The Alaska National Guard consists of

(1) members of the militia who have voluntarily enlisted and who, upon original enlistment, are organized, armed, equipped, and federally recognized according to the laws of the United States; and

(2) commissioned officers and warrant officers who are citizens of the United States, having the qualifications prescribed by federal law and regulations, and who are appointed and commissioned or warranted by the governor.

(b) Former members of the regular Army, Navy or Marine Corps under 64 years of age may enlist in the Alaska Militia.

(c) The Alaska Naval Militia consists of units authorized by the governor, organized, equipped, trained, and administered as prescribed by state and federal law and regulation, and manned by personnel who are

(1) members of the United States Naval Reserve or the United States Marine Corps Reserve and

(2) enlisted, appointed, commissioned, or warranted under the laws and regulations of the United States.

(d) The Alaska State Militia consists of units authorized by the governor, and manned by volunteer personnel qualifying under state law and regulation. All State Militia personnel shall be

(1) appointed, commissioned, or warranted, and assigned by the governor or the adjutant general as the governor's designee;

(2) subject to serve on state active duty at the call and by order of the governor

(e) *[Repealed, § 102 ch 127 SLA 1974.]* (§ 4 ch 150 SLA 1955; am § 2 ch 44 SLA 1968; am § 13 ch 141 SLA 1972; am § 102 ch 127 SLA 1974)

Sec. 26.05.040. Ratification and confirmation of existing military forces. [Repealed, § 38 ch 30 SLA 1992.]

Sec. 26.05.050. Authority for organization. The governor as commander in chief may organize units in communities so requesting and specifically provide for organization of at least two scout battalions in the western and northwestern coastal areas and northern Arctic regions of the state, in accordance with special authority of the United States Department of Defense. (§ 6 ch 150 SLA 1955)

Sec. 26.05.060. Control of Alaska National Guard and Alaska Naval Militia. The governor as ex officio commander of the militia of the state has command of the Alaska National Guard and the Alaska Naval Militia while they are not in active federal service. The governor may adopt necessary regulations for them not inconsistent with 48 U.S.C. 473 — 479. Except as otherwise prescribed by those sections, the Alaska National Guard and the Alaska Naval Militia and their members are subject to all federal laws and regulations relating to the National Guard and Naval Militia of the several states and territories and of the United States. (§ 7 ch 150 SLA 1955; am § 1 ch 34 SLA 1973)

Editor's notes. — With regard to 48 U.S.C. 473 — 479, cited in this section, page 11732 of the 1970 edition of the United States Code contains the following: "Sections 21 — 488f of this title, applicable to the Territory of Alaska, are omitted from this title since the scope of this title limits it to general and permanent laws applicable to Territories and Insular Possessions, and Alaska was admitted into the Union as a State on January 3, 1959. See the notes following the heading of this chapter.

"Many of the provisions encompassed by former sections 21 — 448f of this title were enacted by the Legislature of the State of Alaska on February 19, 1963, as part of the Alaska Statutes."

NOTES TO DECISIONS

Application of federal law. — In the absence of any supplementary regulation pursuant to this section or AS 26.05.340, the state has adopted federal law and regulation for administering and managing full-time National Guard personnel; therefore, a member who was involuntarily terminated was not entitled to the protections of the Alaska Personnel Act. State, Dep't of Military & Veterans Affairs v. Bowen, 963 P.2d 898 (Alaska 1998).

Sec. 26.05.070. Governor may order organized militia into active service. In the event of war, disaster, insurrection, rebellion, tumult, catastrophe, invasion, or riot; or if a mob or body of men act together by force with intent to commit a felony or to offer violence to persons or property, or by force and violence to break and resist the laws of the state, or the United States; or in the case of imminent danger of the occurrence of any of these events; or whenever responsible civil authorities fail to preserve law and order, or protect life and property, or the governor believes that failure is imminent, the governor may order the organized militia or any part of it, into active state service to execute the laws and to perform duties in connection with them that the governor considers proper. Whenever any portion of the militia is ordered into active service by the governor, it becomes an additional police force, retaining its separate entity and operating at all times as a military organization under military command, with power to cooperate with but not to supersede the existing civilian law enforcement officers whenever possible, for the re-establishment of law and order and for the protection of life and property. The governor may also order members of the organized militia to active state service, with their consent, for the purpose of training or for full-time duty with the office of the adjutant general. (§ 8 ch 150 SLA 1955)

Sec. 26.05.075. Reemployment rights of the organized militia. (a) An employer shall grant to an employee who is a member of the organized militia a leave of absence to perform active state service under AS 26.05.070.

(b) When an employee is released from a period of active state service under AS 26.05.070 or discharged from hospitalization that arose from active state service, the employee is entitled to return to the employee's former position, or a comparable position, at the pay, seniority, and benefit level the employee would have had if the employee had not been absent as a result of active state service. An employee, other than an employee who has been hospitalized, shall report for work at the beginning of the workday following the last calendar day necessary to travel from the site of active state service to the employee's work site. An employee who has been hospitalized shall report for work at the beginning of the workday following the last calendar day necessary to travel from the hospital or place of recuperation to the employee's work site. If the employee fails to return to work at that time, the employer may impose whatever discipline is provided by the employer's rules of conduct for unexcused absence from work.

(c) If an employee is not qualified to perform the duties of the employee's position as a result of permanent disability sustained because of the employee's active state service but is qualified to perform the duties of another position with the employer, the employer shall offer an employee who requests reemployment the available, vacant position that most closely approximates the pay and benefits of the employee's previous position and that the employee is qualified for and capable of performing. An employee loses the right to reemployment under this subsection unless the employee requests reemployment within 30 days after receiving a statement from the employee's treating physician indicating both that the employee has reached maximum recovery and that the employee is released to return to full-time work.

(d) For employees other than state employees, the Department of Labor shall enforce this section by appropriate regulations. For state employees, the division of personnel in the Department of Administration shall enforce this section. Regulations adopted under

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this section may provide for orders of reinstatement and back pay if appropriate. For employees other than state employees, contested cases arising under this section are to be handled under AS 44.62.330 — 44.62.630. Appeals involving state employees must be made to the personnel board under the procedure set out in the state's personnel rules for grievances.

(e) Notwithstanding (f) of this section, a person aggrieved under this section may bring an action in superior court no sooner than 30 days after giving notice to the Department of Labor, or, in the case of a state employee, to the director of the division of personnel. The action must be brought within two years after the claim arose.

(f) A collective bargaining agreement entered into in the state after the effective date of this Act may not contain provisions contrary to this subsection.

(g) This section does not affect AS 39.20.340 or 39.20.350 governing paid leave and reinstatement of state and local employees for certain military activities. (§ 1 ch 77 SLA 1990)

Sec. 26.05.080. Decision of governor final. Whenever any portion of the militia is ordered to duty by the governor, the decision of the governor in this matter is final. (§ 9 ch 150 SLA 1955)

Sec. 26.05.090. Proclamations of martial law. The governor may proclaim martial law when the public safety requires it in case of rebellion or actual or imminent invasion, and may order all or any part of the organized militia into active state service to enforce the proclamation. The militia shall assume only those functions of civil government specified by the governor, or those that, in the discretion of the militia commander, must be assumed in order to accomplish a specific mission assigned by the governor. Martial law may not continue for longer than 20 days without the approval of a majority of the members of the legislature in joint session. (§ 10 ch 150 SLA 1955; am § 1 ch 45 SLA 1968)

Legislative history reports. — For report on ch. 45, SLA 1968 (HCSSB 246), see 1968 House Journal, p. 422.

Sec. 26.05.100. State militia. A state militia may be organized through voluntary enlistments under regulations as to discipline and training which may be prescribed by the governor. During the time that the Alaska National Guard or the Alaska Naval Militia, or any part of either of them, is not available to the state by reason of active federal service, or the National Guard or Naval Militia requires augmentation to perform its state mission, the governor may activate the state militia. (§ 11 ch 150 SLA 1955; am § 1 ch 159 SLA 1966; am § 2 ch 34 SLA 1973)

Sec. 26.05.110. Governor may order unorganized militia into active service. In the event of imminent invasion by a foreign power and for the same reasons set forth in AS 26.05.070, if the governor has ordered into active service all of the available organized militia or if the organized militia is in active federal service, the governor may order the unorganized militia or any portion of it considered necessary into active service, and have them perform military duty for the state subject to this chapter, as the circumstances require. (§ 12 ch 150 SLA 1955)

Sec. 26.05.120. Penalty for failure to obey call. A member of the militia who is ordered into active service and who refuses or wilfully or negligently fails to report at the time and place and to the officer designated in the order or to the officer's representative is guilty of desertion and shall be punished as a general court-martial directs, unless the member produces a sworn certificate from a licensed physician of good standing that the

member was physically unable to appear at the time and place designated. A person chargeable with desertion under this section may be taken by force and compelled to serve. (§ 13 ch 150 SLA 1955)

Sec. 26.05.130. Penalty for physician making false certificate. A physician who knowingly makes and delivers a false certificate of physical disability concerning a person ordered to active service shall be tried in the state court and, upon conviction, forever forfeits the license and right to practice the profession of physician in this state. (§ 14 ch 150 SLA 1955)

Sec. 26.05.135. Suspension of enforcement of civil liabilities. The provisions of 50 U.S.C. App. 501 — 590, pertaining to the temporary suspension of enforcement of civil liabilities of persons in the military service of the United States, apply to members of the Alaska National Guard and Alaska Naval Militia while on active duty for the state by order of the governor. (§ 1 ch 96 SLA 1976)

Sec. 26.05.140. Suits against officers and enlisted persons. Members of the militia ordered into active service for the state by order of the governor are not liable civilly or criminally for any act done by them in their official capacity while in this such service. If a suit is commenced in a court against an officer or enlisted person of the militia as a result of an act done by the officer or enlisted person in an official capacity while in active service, the defendant may require the person instituting the suit to give security for the payment of costs. If judgment is for the defendant, treble costs shall be assessed against the plaintiff. The defendant in the action shall be defended by the attorney general at the expense of the state but the defendant may employ private counsel. (§ 15 ch 150 SLA 1955; am § 2 ch 141 SLA 1972)

Collateral references. — Rights of members of Armed Forces to bring actions in civilian courts against their superiors, federal cases, 76 L. Ed. 2d 891.

Sec. 26.05.150. Not liable for exercise of judgment. A commanding officer of the Alaska militia engaged under proper authority in the suppression of any of those acts listed in AS 26.05.070 may determine the means to be used in controlling or dispersing any mob or other unlawful assembly. A commanding officer who exercises this discretion is not liable in either a civil or criminal action for an act done in the line of duty. (§ 16 ch 150 SLA 1955)

Sec. 26.05.160. Appointment, qualifications, and duties of adjutant general. (a) The adjutant general of the state is appointed by the governor. The governor shall prescribe the grade of the adjutant general, which may not exceed major general. To be eligible for appointment as adjutant general, a person must be a citizen of the state. The adjutant general shall make returns and reports to the Chief, National Guard Bureau, and to the governor or to the officers designated by the Chief, National Guard Bureau, and the governor, at the times and in the form prescribed.

(b) The adjutant general shall execute a bond running to the state in the penal sum of $20,000 conditioned upon the faithful performance of the adjutant general's duties. The attorney general shall approve the bond and the bond shall be filed with the Department of Administration. The state shall pay the cost of the bond.

(c) The adjutant general is the official liaison between the state and the active military in the state. The adjutant general shall provide advice and assistance to state agencies having dealings with the active military in the state.

(d) The adjutant general is the official liaison between the state and the federal Department of Veterans Affairs. The adjutant general shall provide advice and assistance to state agencies having dealings with the federal Department of Veterans Affairs.

(e) The adjutant gene
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Sec. 26.05.180. Head
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(b) *[Repealed, § 35 ch 1*
(c) *[Repealed, § 1 ch 37*
(d) *[Repealed, § 1 ch 86*
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Sec. 26.05.200. Office
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(c) The adjutant general is the official liaison between the state and the Federal Emergency Management Agency in the state. The adjutant general shall provide advice and assistance to state agencies having dealings with the Federal Emergency Management Agency. (§ 17 ch 150 SLA 1955; am § 1 ch 4 SLA 1965; am § 1 ch 57 SLA 1967; am § 1 ch 6 SLA 1992)

Effect of amendments. — The 1992 amendment, effective April 14, 1992, added subsections (a)-(c).

Collateral references. — 53 Am. Jur. 2d, Military, and Civil Defense, § 38.
57 C.J.S., Militia, § 11.

Sec. 26.05.170. Governor's command and instructions exercised through the adjutant general. The governor's command is exercised through the adjutant general, who shall carry out the policies of the governor in military affairs. The adjutant general represents the governor and shall act in conformity with the governor's instructions. The adjutant general shall exercise control over the military department of the state. (§ 18 ch 150 SLA 1955)

Sec. 26.05.180. Headquarters staff of Alaska National Guard. (a) The headquarters of the Alaska National Guard is composed of an Army National Guard component, an Air National Guard component and a Naval Militia component. The Army National Guard component and the Air National Guard component shall each be commanded by an assistant adjutant general appointed by the adjutant general with the concurrence of the governor. An assistant adjutant general shall, while holding office, have the grade of brigadier general or a lower grade that the adjutant general may prescribe. On appointment an assistant adjutant general must hold a federally-recognized field grade commission with at least five years service in the Alaska Army National Guard or Alaska Air National Guard.

(b) The adjutant general may appoint necessary officers, enlisted persons, and civilian employees to the headquarters staff. (§ 19 ch 150 SLA 1955; am § 1 ch 46 SLA 1961; am § 1 ch 122 SLA 1971; am § 3 ch 141 SLA 1972; am § 3 ch 34 SLA 1973)

Sec. 26.05.190. Administration. (a) The adjutant general shall adopt and publish orders and regulations not contrary to law that in the adjutant general's judgment are necessary to bring the organizations, armament, equipment and discipline of the organized militia to a high degree of efficiency. The adjutant general shall perform all the administrative functions incident to the operation of the Alaska National Guard and the Alaska Naval Militia. In addition the adjutant general shall have an inventory taken at least once each year of all state military stores, property, and funds under the jurisdiction of the adjutant general.

(b) *[Repealed, § 35 ch 126 SLA 1994.]*

(c) *[Repealed, § 1 ch 37 SLA 1968.]*

(d) *[Repealed, § 1 ch 66 SLA 1967.]* (§ 20 ch 150 SLA 1955; am § 1 ch 66 SLA 1967; am § 1 ch 19 SLA 1968; am § 1 ch 37 SLA 1968; am § 4 ch 34 SLA 1973; am § 35 ch 126 SLA 1994)

Effect of amendments. — The 1994 amendment, effective July 1, 1994, repealed subsection (b), relating to the adjutant general's annual transactions report.

Sec. 26.05.200. Officers' qualifications, appointment and tenure. A person may not be commissioned or warranted in an office of the National Guard or the Naval Militia of the state unless the person is examined and adjudged qualified for the office by an examining board appointed by the commander in chief, except that at the discretion of the adjutant general the proceedings of federal examining boards may be accepted instead of

.ate board. The composition, appointment, and procedure of examining boards a... nature and scope of examinations shall be as prescribed by the military la... regulations of the United States or this state. (§ 21 ch 150 SLA 1955; am § 5 ch 34 ... 1973)

Collateral references. — 54 Am. Jur. 2d, Military and Civil Defense, §§ 149 — 163.
57 C.J.S. Militia § 11.

Sec. 26.05.210. Removal of officers. (a) The adjutant general and the assist... adjutants general serve at the pleasure of the governor.

(b) When federal recognition of an officer's commission or warrant has been w... drawn, the officer's state appointment as a commissioned or warrant officer may ... terminated, and the commission or warrant vacated upon the recommendation of t... adjutant general and approval of the governor.

(c) When a commissioned or warrant officer has successfully completed the prescrib... term of service so as to be eligible for retirement, the officer may be placed upon t... retired list upon the recommendation of the adjutant general and approval of t... governor.

(d) Commissioned or warrant officers may tender their resignations through Nation... Guard or Naval Militia command channels. Resignations shall be in writing, stating t... reason for resignation, and shall take effect when accepted by the adjutant general up... the approval of the governor. (§ 22 ch 150 SLA 1955; am § 1 ch 20 SLA 1968; am § 6 c... 34 SLA 1973)

Sec. 26.05.220. Retired list. A commissioned officer and enlisted person up... reaching the maximum age prescribed for active duty by appropriate regulations and ... commissioned officer or enlisted person who is disabled or incapacitated for active du... through no personal fault or dereliction, and a commissioned officer or enlisted perso... who serves honorably with the Alaska National Guard or with the Alaska Naval Milit... in any capacity and is unable to perform further active duty due to limitations impose... by appropriate regulations may be placed upon the retired list upon recommendation by ... the adjutant general and approval of the governor. (§ 23 ch 150 SLA 1955; am § 4 ch 141 ... SLA 1972; am § 7 ch 34 SLA 1973)

Sec. 26.05.222. Creation and administration of Alaska National Guard and ... Alaska Naval Militia retirement system. (a) There is established an Alaska National ... Guard and Alaska Naval Militia retirement system. The commissioner of administration ... shall administer the Alaska National Guard and Alaska Naval Militia retirement system.

(b) The commissioner of administration may adopt regulations to implement the ... Alaska National Guard and Alaska Naval Militia retirement system. Regulations ... adopted by the commissioner under this subsection relate to the internal management of ... state agencies and their adoption is not subject to AS 44.62 (Administrative Procedure ... Act). (§ 17 ch 159 SLA 1972; am § 9 ch 146 SLA 1980; am § 33 ch 137 SLA 1982)

Sec. 26.05.223. Commencement of participation in system. A member of the ... Alaska National Guard or Alaska Naval Militia shall be included in this system upon ... commencement of membership in the Alaska National Guard, or on January 1, 1978, ... whichever is later, or upon commencement of membership in the Alaska Naval Militia or ... on July 1, 1980, whichever is later. (§ 17 ch 159 SLA 1972; am § 10 ch 146 SLA 1980)

Sec. 26.05.224. Retirement benefits. (a) An active member of the Alaska National ... Guard, or a former member who was an active member on or after January 1, 1969, or a ... member of the Alaska Naval Militia on or after July 1, 1980, is eligible for a retirement ... pension

Mur

... upon voluntary retirement fr... after a total of 20 years or ... d, Alaska Naval Militia, or the ... m, or any combination of serv... is in the Alaska National G... upon involuntary separation ... nal Guard or Alaska Naval ... ration occurs as a result of th... illingness to satisfy establishe... The retirement pension is $1 ... the member participated sat... al Militia. The member may ir... in a lump sum that is actuar... retirement, of the entire pensio... in a monthly amount that wi... amount that is determined to b... time of retirement.

(c) An eligible member or form... inning on the first day of the n... ible for retirement, or the me... ter date. Payment of a deferre... benefit is filed with and ap... fairs. Deferred retirement pay... member elects another form...

(d) Upon the death of an acti... laska National Guard or Alask... member's designated benef... ccordance with (b) of this sectio... years service, the former me... enefit calculated in accordanc... reviously paid. Except as provi... he designation of a beneficiary ... designates more than one bene... different allocation. The membe... revocation of a beneficiary on... Veterans' Affairs. It is not eff... Veterans' Affairs. If a membe... beneficiary survives the memb... wise in a qualified domestic ... subsection to the

(1) surviving spouse; or, if ...
(2) surviving children in eq...
(3) surviving parents in eq...
(4) member's estate.

(e) Notwithstanding any pr... the time of the member's dea... spouse was married to the ... chapter

(1) except to the extent a ... former spouse or other depe...
(2) unless the member fil... revocation of beneficiary an... spouse and each person en...

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military laws or
am § 5 ch 34 SLA

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arrant has been with-
arrant officer may be
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(1) upon voluntary retirement from the Alaska National Guard or Alaska Naval Militia after a total of 20 years or more of satisfactory service in the Alaska National Guard, Alaska Naval Militia, or the armed forces of the United States, and the reserves of them, or any combination of service in these components if at least five years of the service is in the Alaska National Guard or Alaska Naval Militia; or

(2) upon involuntary separation because of federal standards imposed on the Alaska National Guard or Alaska Naval Militia, regardless of length of service, unless the separation occurs as a result of the member's own misconduct, misrepresentation, or unwillingness to satisfy established standards for continued participation.

(b) The retirement pension is $100 a month, payable for the same number of months that the member participated satisfactorily in the Alaska National Guard or Alaska Naval Militia. The member may instead elect to receive the retirement pension

(1) in a lump sum that is actuarially determined to be equal to the value, at the time of retirement, of the entire pension due; or

(2) in a monthly amount that will result in payment by the member's 72nd birthday of an amount that is determined to be the actuarial equivalent of the entire pension due at the time of retirement.

(c) An eligible member or former member may elect to receive the retirement pension beginning on the first day of the month in which the member or former member becomes eligible for retirement, or the member or former member may elect to defer payment to a later date. Payment of a deferred retirement benefit may not begin until application for the benefit is filed with and approved by the Department of Military and Veterans' Affairs. Deferred retirement payments shall be made monthly at the rate of $100, unless the member elects another form of payment under (b) of this section.

(d) Upon the death of an active member who has at least five years service in the Alaska National Guard or Alaska Naval Militia or a combination of these components, the member's designated beneficiary is entitled to a lump sum benefit calculated in accordance with (b) of this section. Upon the death of a former member who has at least 20 years service, the former member's designated beneficiary is entitled to a lump sum benefit calculated in accordance with (b) of this section less any retirement benefits previously paid. Except as provided in (e) of this section, a member may change or revoke the designation of a beneficiary without notice to the beneficiary at any time. If a member designates more than one beneficiary, each shares equally unless the member specifies a different allocation. The member shall make a designation of a beneficiary or a change or revocation of a beneficiary on a form provided by the Department of Military and Veterans' Affairs. It is not effective until filed with the Department of Military and Veterans' Affairs. If a member fails to designate a beneficiary or if no designated beneficiary survives the member, the department, except to the extent provided otherwise in a qualified domestic relations order, shall pay the death benefit under this subsection to the

(1) surviving spouse; or, if there is none surviving,

(2) surviving children in equal parts; or, if there is none surviving,

(3) surviving parents in equal parts; or, if there is none surviving,

(4) member's estate.

(e) Notwithstanding any previous designation of beneficiary, the spouse of a member at the time of the member's death automatically becomes the designated beneficiary if the spouse was married to the member during part of the member's service under this chapter

(1) except to the extent a qualified domestic relations order provides for payment to a former spouse or other dependent of the member; or

(2) unless the member files with the Department of Military and Veterans' Affairs a revocation of beneficiary and a written consent to the revocation signed by the present spouse and each person entitled to benefits under the order on forms provided by the

partment; however, consent of the present spouse is not required if the member and the present spouse had been married for less than two years on the date of the member's death and if the member established when filing the revocation that the member and the spouse were not cohabiting.

(f) A person claiming entitlement to any benefits payable under this section shall provide the department with a marriage certificate, divorce or dissolution decree, or other evidence of entitlement. Documents showing entitlement may be filed with the department immediately after a change in the member's marital status. If the department does not receive notification of a claim before the date 10 days after the member's death, the person claiming entitlement to the benefits is not entitled to receive from the Department of Administration or Department of Military and Veterans' Affairs any benefit already paid under this section. (§ 17 ch 159 SLA 1972; am §§ 11, 12 ch 146 SLA 1980; am § 1 ch 140 SLA 1984; am E.O. No. 58, §§ 4, 5 (1984); am § 11 ch 82 SLA 1986; am §§ 29, 30 ch 117 SLA 1986; am §§ 1, 2 ch 41 SLA 1988)

Effect of amendments. — The 1988 amendment, effective May 24, 1988, in subsection (b), added paragraphs (1) and (2) and added the second sentence in the introductory paragraph; and added "unless the member elects another form of payment under (b) of this section" at the end of the last sentence in subsection (c).

NOTES TO DECISIONS

Cited in Laing v. Laing, 741 P.2d 649 (Alaska 1987).

Sec. 26.05.225. Earlier service. A person who was a member of the Alaska National Guard on or after January 1, 1969, is entitled to credit for service to the state and former territory of Alaska as a member of the National Guard and Territorial Guard before and after January 1, 1969, in determining eligibility for retirement benefits under AS 26.05.224. (§ 17 ch 159 SLA 1972; am § 13 ch 146 SLA 1980)

Sec. 26.05.226. Contributions. (a) The Department of Military and Veterans' Affairs shall contribute to the Alaska National Guard and Alaska Naval Militia retirement system the amounts determined by the commissioner of administration as necessary to

(1) fund the system based on the actuarial requirements of the system as established by the commissioner of administration; and

(2) administer the system.

(b) The amount required for contributions from the Department of Military and Veterans' Affairs under (a) of this section shall be included in the annual appropriations made to the Department of Military and Veterans' Affairs. (§ 17 ch 159 SLA 1972; am § 14 ch 146 SLA 1980; am § 34 ch 137 SLA 1982; am E.O. No. 58, § 6 (1984))

Sec. 26.05.227. [Renumbered as AS 26.05.229.]

Sec. 26.05.228. Accounting and investment. (a) The commissioner of administration shall establish a military retirement trust fund for the system in which the assets of the system are deposited and held. The commissioner shall maintain accounts and records for the system.

(b) All income of the fund and all disbursements made by the fund shall be credited or charged, whichever is appropriate, to the following accounts:

(1) an individual account for each retired member of the system that records the benefits paid under this system to the member or surviving beneficiary;

(2) a separate account for the Department of Military and Veterans' Affairs' contribution to fund the system based on the actuarial requirements of the system as established by the commissioner of administration under this chapter;

(3) an expense account for the system; this account is charged with all disbursements representing administrative expenses incurred by the system; expenditures from this account are included in the governor's budget for each fiscal year.

(c) The Alaska State Pension Investment Board is the fiduciary of the fund and has the same powers and duties under this section in regard to the fund as are provided under AS 14.25.180. (§ 36 ch 137 SLA 1982; E.O. No. 58, § 7 (1984); am § 12 ch 82 SLA 1986; am §§ 16, 17 ch 141 SLA 1988; am § 7 ch 31 SLA 1992)

Effect of amendments. — The 1988 amendment, effective June 9, 1988, rewrote subsection (a), which read "The commissioner of administration shall establish a fund for the system and maintain accounts and records for the system," and repealed and reenacted subsection (c), which read "Investment of surplus amounts in the fund may be made as provided in AS 39.35.110."

The 1992 amendment substituted "The Alaska State Pension Investment Board is the fiduciary" for "The commissioner of revenue is the treasurer of the system and the fiduciary" in subsection (c).

Effective date of 1992 amendment. — Under § 28, ch. 31, SLA 1992, the amendment to (c) of this section made by § 7, ch. 31, SLA 1992, takes effect on the earlier of July 1, 1993 or the date established by resolution of the Alaska State Pension Investment Board for the transfer to it of securities and assets of the relevant retirement systems.

Sec. 26.05.228. Definitions. In AS 26.05.222 — 26.05.228

(1) "beneficiary" means a person designated by a member in a writing filed with the system by the member while alive to receive benefits that may be due from the system upon the death of the member;

(2) "member" means a commissioned or warrant officer or an enlisted person in the Alaska National Guard or Alaska Naval Militia;

(3) "qualified domestic relations order" means a divorce or dissolution judgment under AS 25.24, including an order approving a property settlement, that

(A) creates or recognizes the existence of an alternate payee's right to, or assigns to an alternate payee the right to, receive all or a portion of the benefits payable with respect to a member;

(B) sets out the name and last known mailing address, if any, of the member and of each alternate payee covered by the order;

(C) sets out the amount or percentage of the member's benefit, or of any survivor's benefit, to be paid to the alternate payee, or sets out the manner in which that amount or percentage is to be determined;

(D) sets out the number of payments or period to which the order applies;

(E) does not require any type or form of benefit or any option not otherwise provided by AS 26.05.222 — 26.05.228;

(F) does not require an increase of benefits in excess of the amount provided by AS 26.05.222 — 26.05.228, determined on the basis of actuarial value; and

(G) does not require the payment, to an alternate payee, of benefits that are required to be paid to another alternate payee under another order previously determined to be a qualified domestic relations order;

(4) "system" means the Alaska National Guard and Alaska Naval Militia retirement system. (§ 17 ch 159 SLA 1972; am § 15 ch 146 SLA 1980; am § 35 ch 137 SLA 1982; am § 31 ch 117 SLA 1986)

Revisor's notes. — Formerly AS 26.05.227. Renumbered in 1986. Reorganized in 1986 to alphabetize the defined terms.

NOTES TO DECISIONS

Cited in Laing v. Laing, 741 P.2d 649 (Alaska 1987).

Sec. 26.05.230. Armories, training sites, and maintenance facilities. (a) Buildings and sites for armory purposes may be leased or constructed, based upon

location and size of units to be organized, and shall be financed through state and federal appropriations or both. These facilities may be made available by local communities or by the cooperative arrangement between the state and the federal government and any local community. Leasing and construction under this subsection are governed by AS 36.30 (State Procurement Code).

(b) The armory of each battalion, company, or other unit is subject to the order of the adjutant general and under the charge of its armory board which shall keep in the armory all property furnished by the state. Except for scout battalions organized under special authority of the Secretary of the Army, a unit may not be furnished with arms or equipment until a suitable armory is provided for their deposit. Subject to regulations adopted by the adjutant general, an armory may be used for any reasonable and legitimate civilian activity so long as the activity does not interfere with its use for military purposes. Proceeds received as rental or otherwise at an armory from nonmilitary use shall be deposited in the general fund.

(c) The adjutant general shall administer all target ranges belonging to or leased by the state for National Guard purposes. Gallery ranges may be maintained at all armories occupied by state troops and every command shall be given suitable instruction in marksmanship under direction of its commander, and regulations as authorized by the adjutant general. (§ 25 ch 150 SLA 1955; am § 1 ch 101 SLA 1966; am § 25 ch 106 SLA 1986; am § 46 ch 138 SLA 1986; am § 12 ch 90 SLA 1991)

Effect of amendments. — The 1991 amendment, effective July 8, 1991, in subsection (b), deleted the former last two sentences.

Sec. 26.05.235. Active duty training sites. Unless prohibited by federal regulation, no less than once every two training years, each unit of the Alaska Army National Guard shall train for annual active duty training at a site other than its regular base training site. Every effort shall be made to select a training site in a different type of environment from that of the regular base training site. (§ 2 ch 35 SLA 1976)

Cross references. — For purposes of this section, see § 1, ch. 39, SLA 1976 in the Temporary and Special Acts.

Sec. 26.05.240. Enlisted persons. An able-bodied person of good character who is a citizen of the United States or has declared an intention of becoming a citizen is eligible for enlistment in the National Guard or Naval Militia at the ages and for the periods of time that are prescribed in federal or state regulations in effect at time of enlistment. (§ 26 ch 150 SLA 1955; am § 5 ch 141 SLA 1972; am § 8 ch 34 SLA 1973)

Collateral references. — 53 Am. Jur. 2d, Military and Civil Defense, §§ 41 — 43.
57 C.J.S. Militia § 12 et seq.

Validity of governmental requirements of oath of allegiance or loyalty as applied to militiamen. 16 ALR3d 328.

Sec. 26.05.250. Discharges. An enlisted person who is discharged from service in the organized militia of the state shall receive a notice of discharge in writing in the form and classification prescribed by state law or regulations. In time of peace or when there is no declaration of national emergency, a discharge may be given before the expiration of terms of enlistment under regulations prescribed by competent authority. (§ 27 ch 150 SLA 1955; am § 6 ch 141 SLA 1972)

Collateral references. — 53 Am. Jur. 2d, Military and Civil Defense, § 45.
Judicial review of military action with respect to type of discharge given member of Armed Forces, 92 ALR Fed 333.

Sec. 26.05.260. Pay and
disbursements of pay and a
(b) Members of the Alask
receive, for each day of acti
those provided by federal la
United States armed forces
for active service performed
beginning after June 30, 1
percent for each percent in
determined by the United S
exceed an annual increase
30 days after the release of
published immediately afte
(c) *[Repealed, § 8 ch 56*
(d) A member of the
26.05.070, including transi
or disability in the line of d
AS 23.30 (Alaska Workers
(e) If a member of the
suffered in the line of duty
to and from the member's
the amounts specified in
(f) *[Repealed, § 8 ch 56*
(g) *[Repealed, § 8 ch 56*
(h) For purposes of com
of the organized militia
authorized for a member
grade or rank as the orga
(i) In this section, "m
enlisted man or woman i
SLA 1964; am § 2 ch 19
SLA 1973; am §§ 1 — 4,

Revisor's notes. — Subsect
(i). Renumbered in 1992, at wi
section (h) was renumbered as
Effect of amendments. —
effective July 1, 1989, substitu
for "Alaska National Guard or
where the term appears in sub
substituted "performing duties

Sec. 26.05.265. Reen
(c) of this section, an enli
Militia who extends or
entitled to a bonus if
(1) the extension or r
(2) at the time of the
years of service creditat
(3) on completion of t
will have not more than
(b) The bonus is $50
a total of $3,000 for a n
completion of each year

ANNEX A

Existing Agency Contracts

DMVA SERVICE CONTRACTS

#	CONTRACTOR	PURPOSE	AMOUNT	TERM	METHOD
1	AHTNA AGA SECURITY INC	GUARD SERVICES	$332,362	YR	ITB
2	GUARDIAN SECURITY	ALARM MONITORING AT 10 ARMORIES STATEWIDE	$2394	YR	RFQ
3	YOUNG'S CLEANING SERVICE	JANITORIAL SERVICE @ Eielson AFB	$70,920	12/98-9/00	ITB
4	KRON ASSOCIATES	RECORDING & PRODUCING LEPC & SERC MEETING MINUTES	$13,000	YR	RFP
5	AK BROADCASTERS ASSOCIATION	Y2K PUBLIC AWARENESS INFO BROADCAST RADIO & TV	$17,000	10/99-12/99	RFP
6	DHL	COURIER SERVICE	$3,500	YR	COMPETITIVE
7	OTIS ELEVATOR	ELEVATOR SERVICE	$30,000	YR	COMPETITIVE
8	GRINNELL	STATEWIDE FIRE & SPRINKLER	$6,130	YR	COMPETITIVE
9	VARIOUS VENDORS	STATE WIDE JANITORIAL	$527,198	YR	COMPETITIVE
10	UNISOURCE	JANITORIAL SUPPIES	$13,687	YR	COMPETITIVE
11	VARIOUS VENDORS	STATEWIDE LAWNCARE	$32,943	YR	COMPETITIVE
12	SNOWBALL EXPRESS	SWEEPING	$8,715	YR	COMPETITIVE
13	VARIOUS VENDORS	STATEWIDE SNOW REMOVAL	$170,822	YR	COMPETITIVE
xxxx	xxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxx	xxxxxxxxx	xxx	xxxxxxxxxxxxx
14	ASETS	CUSTODIAL	$218,850	YR	AK DVR APPROVED LIST
15	HONEYWELL	FIRE ALARM & SECURITY SYSTEM MAINT	$45,781	5 YRS	SOLE SOURCE
16	SECURITY, INC	SECURITY GUARD	$332,362	YR	COMPETITIVE
17	YOUNGS CLEANING	CUSTODIAL	$70,920	YR	COMPETITIVE
18	THYSSEN ELEVATOR	ELEVATOR MAINT	$4,500	YR	SMALL PROCUREMENT
19	PIONEER DOOR – AHTNA AGA	HANGER DOOR MAINT	$2,080	YR	SMALL PROCUREMENT
20	K JANITORIAL FBKS	CUSTODIAL	$4,620	YR	SOLE SOURCE

ANNEX B

United States Army Alaska
Competitive Sourcing & Privatization Briefing



Competitive Sourcing & Privatization in the Federal Government



Alaska Joint Armed Services Committee

COL Michael L. Sandberg
Director of Logistics, US Army Alaska

Mr. Mark S. Bryant
Competitive Sourcing Program Manager

23 September 1999



PURPOSE



- **Provide a foundation on the philosophy, history, policy, and terms of Federal Competitive Sourcing & Privatization (CS&P)**
- **Discuss Federal legal & regulatory guidance, responsibilities, and process**
- **Provide current information on Federal goals, pace, risks and results**
- **Provide information on current CS&P studies in US Army Alaska (USARAK)**

Philosophy



"In the process of governing, the Government should not compete with its citizens. The competitive enterprise system, characterized by individual freedom and initiative, is the primary source of national economic strength. It has been and continues to be the general policy of the Government to rely on commercial sources to supply products and services the Government needs." [Office of Management & Budget (OMB) Circular A-76]

EFFICIENCY FOR USARAK

3

Competitive Sourcing vs. Privatization

Competitive Sourcing - Government retains ownership & control over operations of the activity by:



- Contractor Performance *with surveillance by gov't personnel*; or
- Government Performance *with*
  - *In House Personnel, or*
  - *Another Federal Agency*

Primary method of outsourcing activities is through A-76 cost comparison procedures.

Privatization - "Government gets out of the business":

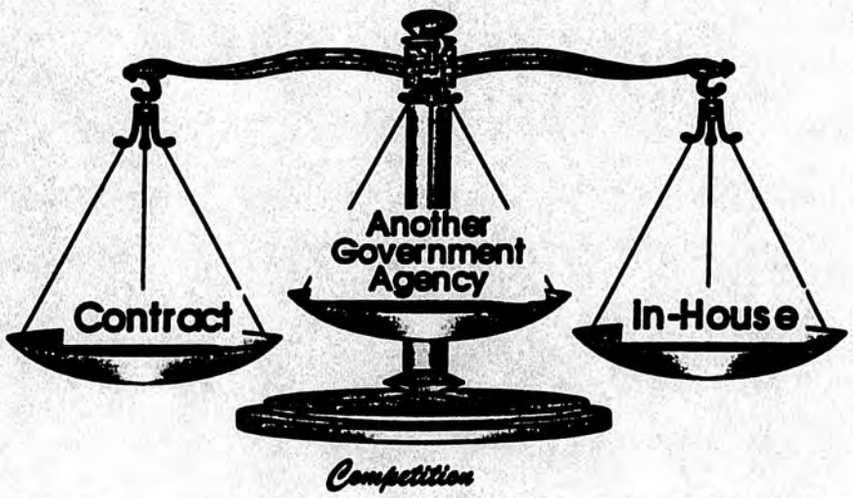


- Relinquishes control of the operation by divesting itself of a commercial activity; and
- Becomes a customer that purchases goods and services from a commercial source.

EFFICIENCY FOR USARAK

4

Competitive Sourcing



EFFICIENCY FOR USARAK — 5

What is an A-76 Cost Competition?

The A-76 study process is a full-cost competition to determine whether services should be provide by the existing government workforce or private industry. *The process is designed to allow a fair and equitable comparison of the government and contractor offers. The offeror that provides the best value and/or the least cost to the government will ultimately prevail.*



Cost Competition is *NOT*:

- **A-76**
  - A-76 refers to the OMB Circular and Supplement which sets the government policy
- **Commercial Activities**
  - Commercial Activities are functions that may be competed
- **Outsourcing**
  - Outsourcing is but one result of a study

Competitive Sourcing - *TWO WAYS* (based on law)

Direct conversion
- 10 or fewer Appropriated Fund Civilians (APF)
- Determination of Most Efficient Organization not required

Cost Comparison
- 11-50 APFs - no Congressional notification
- >50 APFs - must notify Congress

EFFICIENCY FOR USARAK — 6



Background



- 1770's - The government's business is not to be in business. (T. Jefferson)
- 1921 - Government is not to compete with the private sector for goods and services. (Budget & Accounting Act - 31 USC 1)
- 1955 - OMB policy on commercial activities established. (Revised 1983)
- 1987 Nichols Amendment (1987 - 1995)
  - Stopped nearly all CA studies
  - Vested Installation Commander with authority to decide which functions to study
- 1995 - Commission on Roles and Missions recommended all non-core support activities be competitively sourced.
- 1997 - Quadrennial Defense Review - Use savings from competitive sourcing to pay part of modernization bill.
  - Competition for resources put a higher premium on efficiencies
  - And, initiatives that increase efficiency





EFFICIENCY FOR USARAK

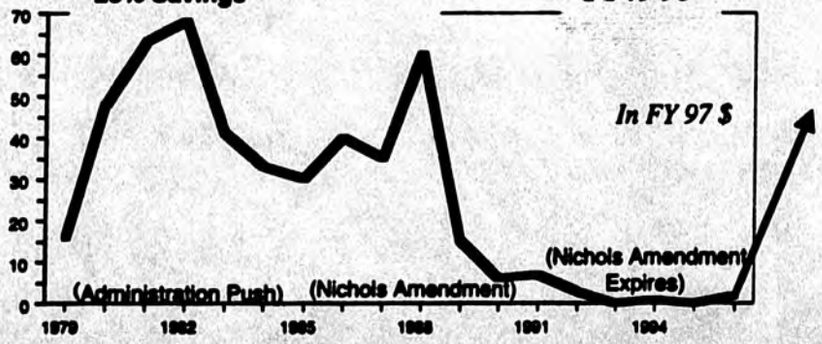
7



Results of A-76 Cost Comparisons

468 CS Studies Completed
Gov't Won 50% of the Time
25,305 Positions Reduced
28% Savings

$4+ Billion Saved FY 79-96



EFFICIENCY FOR USARAK

8

TRACK RECORD

53 studies (competitions) completed between Oct 95 & Mar 98 involving 5,757 positions (3,226 Military & 2,531 Civilian), resulting in $528M savings or 42% average:





- **Government Most Efficient Organization wins 40% of the time**
  - **Results of 21 studies**
- **Contractor wins 60% of the time**
  - **Results of 32 studies**
- **Performance Work Statement revised in 18 of 53 studies (competitions) within 15 months or less after award**
- **Of 32 studies (competitions) won by private sector, 4 were terminated in 14-26 months, after unsatisfactory performance**

Source: GAO/NSIAD-99-44, DoD Competitive Sourcing Results of Recent Competitions, Feb 99

STRATEGY

Achieve greater efficiency in competitive sourcing– get the best deal for the government and the taxpayer

Competition breeds efficiency

Incorporate better business practices

Management focuses on core activities

Commercially competitive





OMB Circular A-76



- Based on policy dating to 1955
- Key points:
  - Can't CS&P inherently Governmental activities
  - Can't CS&P commercial activities which are:
    - Military Essential (forward based, deployable)
    - Traditionally or uniquely military (Recruiters)
    - Restricted by law (Guards, Firefighters)
  - Regulatory time limits (18/36 months)
  - Statutory time limits (24/48 months)



EFFICIENCY FOR USARAK — 11



START POINT





DECIDE ON CORE GOVERNMENT IN NATURE FUNCTIONS

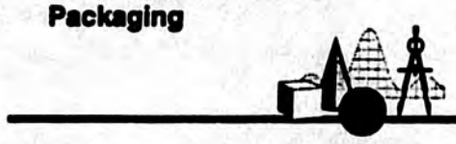




EFFICIENCY FOR USARAK — 12

What Federal Functions Can Be Studied

- Audiovisual Products and Services
- Automatic Data Processing
- Food Services
- Health Services
- Industrial Shops and Services
- Maintenance, Overhaul, Repair and Testing
- Manufacturing, Fabrication, Processing, Testing and Packaging
- Office/Administrative/Mgt Support Services
- Other Services (Laundry, mapping, training, lab testing)
- Printing and Reproduction
- Real Property
- Security
- Systems Engineering, Installation, Operation, Maintenance, and Testing
- Transportation



EFFICIENCY FOR USARAK — 13

What Federal Functions Cannot Be Studied

- Inherently Governmental Activity - "..one that is so innately related to the exercise of the public interest as to mandate performance by Federal employees." *(OMB Circular A-76)*
  - Command/Cmd Support
  - Chaplain
  - Combat Forces
  - Contracting
  - Inspection
  - Intelligence
  - Judge Advocate
  - Manpower/Organization
  - Personnel/Resource Mgt
  - Public Affairs



EFFICIENCY FOR USARAK — 14



Why is Cost Competition Important To The Federal Government?

"We, the taxpayer, benefit when government improves the way it operates and spends money more wisely."



- Reduces operating costs
- Creates a more efficient means of providing services
- Creates a government that is more businesslike and better managed
- Office of the Secretary of Defense Perspective
  - Savings will be spent on readiness and modernization
  - Will help DoD build competitive, innovative, responsive, efficient and reliable organization.





PERCEPTIONS

A-76 Competitions Are:



- ☐ Difficult



- ☐ Controversial



- ☐ Always Lead To Appeals

Federal Employee & Union Roles



- Provide input to the study team
- Document workload
- Draft & review Performance Work Statement
- Identify areas for improvement

- Be involved in the final decision of what is in the Performance Work Statement
- Determine the final staffing and costing of the new organization
- Work on the source selection board





EFFICIENCY FOR USARAK 17

Federal A-76 Cost Competition Process



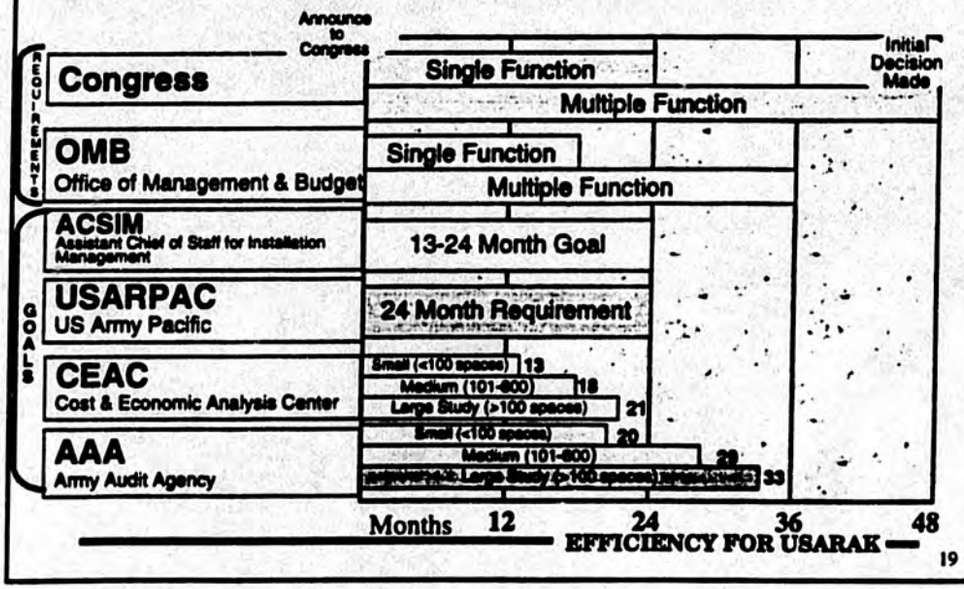


Select the lowest bid (least cost) or best value proposal from the solicitation, and add 10% of in-house personnel costs for transition:

- *If result is lower than the "in-house bid," convert to contract.*
- *If result is higher than the "in-house bid," implement the MEO.*

EFFICIENCY FOR USARAK 18

Federal A-76 Study Milestone Requirements



19

Key Success Factors



- Ensure ongoing **communication** of plan and status to:
  - Internal - Managers, staff, employees & union
  - External - Contract community, public
- Must work as a **team**



- Must promote **positive approach** from the outset !
- Ensure **accuracy and completeness** of all products/documents



- Current civilians have **right-of-first-refusal**

EFFICIENCY FOR USARAK

20

Lessons Learned



- **Can't do business as usual**
  - Competitive Sourcing is full time effort
  - Demands best people and personnel stability

- **Getting ready for Competitive Sourcing Studies**
  - Limited A-76 experience; great need for training
  - Not yet on field commanders' radar
  - Need to continue to communicate purpose and direction

EFFICIENCY FOR USARAK — 21

USARAK Organizations Under Study

DIRECTORATE OF LOGISTICS (DOL)
- Study Kickoff - Jan 98



DIRECTORATE OF PUBLIC WORKS (DPW)
- Study Kickoff - Nov 98

DIRECTORATE OF COMMUNITY ACTIVITIES (DCA)
- Study Kickoff - Nov 98

DIRECTORATE OF PLANS, TRAINING, SECURITY, & MOBILIZATION (DPTSM)
- Study Kickoff - Nov 98

78% of Installation Workforce Under Study

EFFICIENCY FOR USARAK — 22

Public Works
CA GOALS

1 **PROVIDE the highest quality Performance Work Statement that will result in the best Public Works Services to US Army Alaska, no matter who is the successful bidder.**

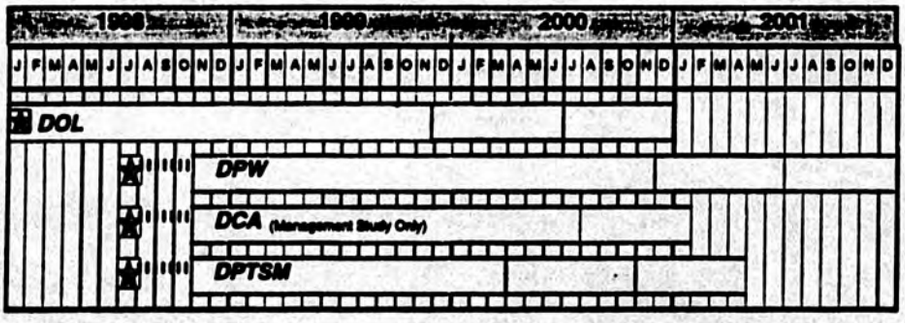
2 **PREPARE the in-house workforce to be the successful bidder on the Commercial Activities contract.**

3 **PLAN and execute a smooth transition to the Performance Work Statement.**

4 **PURSUE every avenue possible to take care of the people in Public Works.**

EFFICIENCY FOR USARAK — 23

Study Timelines



Legend

- Announcement to Congress
- Develop PWS / Mgmt Study
- Complete Solicitation/Source Selection
- Transition to MEO/Contract Operations

EFFICIENCY FOR USARAK — 24

Mow A Residential Lawn

Before

- Mow and trim the lawn as necessary to maintain a very good appearance.
- Fertilize the lawn so it will continue to have a dark-green luster.
- Water the lawn as needed.



EFFICIENCY FOR USARAK — 25

Mow A Residential Lawn

After

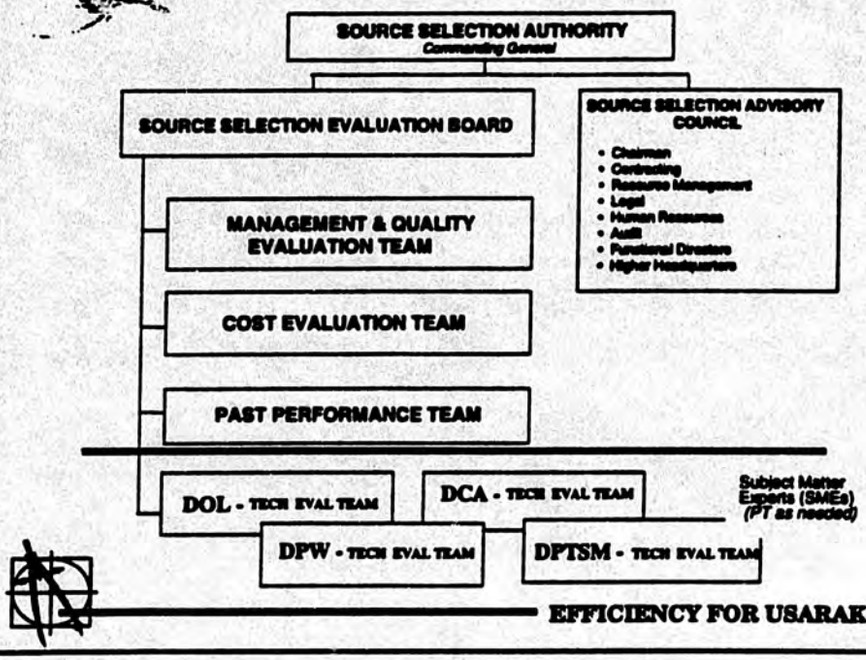
- **24,300 Sq. Ft. Bermuda grass planted on 4" humus, summer 1996.**
- **Maintain height at 3" to 6" from 1 May to 30 Sep. pH adjust to Dept. of Agriculture (DA) standard B-2,a. (SEE Tech Exh. 21).**
- **Maintain sprig density at 180 per Sq. Ft. Minimum.**
- **Water using DA rain correction table at Tech Exh. 22.**





EFFICIENCY FOR USARAK — 26

Source Selection Evaluation Structure



EFFICIENCY FOR USARAK

27

Privatization

- **Definition** - Transfer of ownership, operation, maintenance of Army utility plants/systems to municipal, private, local utility
  - Installation becomes a utility customer, not a utility provider
  - Army ownership of utilities is not critical to mission accomplishment
- **Army Goal** - Privatize all utility systems by 1 Jan 2000
  - If economical, consistent with SECDEF Nov 97 Defense Reform Initiative
  - Of total 265 utility systems, only 21 are now privatized
  - Privatization actions initiated for 170 systems

- On-Going Studies
  - Steam / Electric Co-Generation Plant
  - Heat Service & Steam / Condensate Facilities
  - Electrical Service and Distribution Facilities

  } *Non-binding concept Proposal* "Is it Feasible"

  - Natural Gas Service and Distribution Facilities
  - Potable Water Service and Distribution Facilities
  - Wastewater Collection System

  } *RFP* "Who can do it best & cheapest"

EFFICIENCY FOR USARAK

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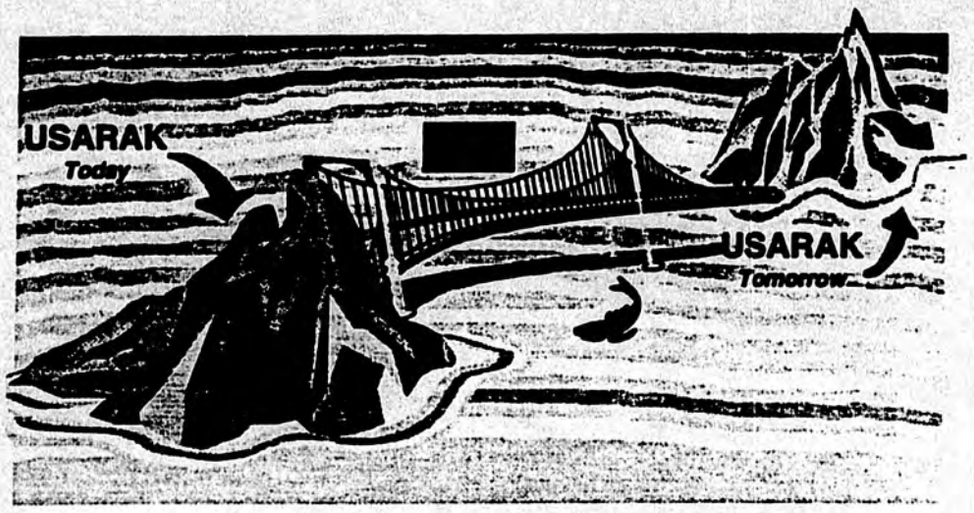
Implementation Summary



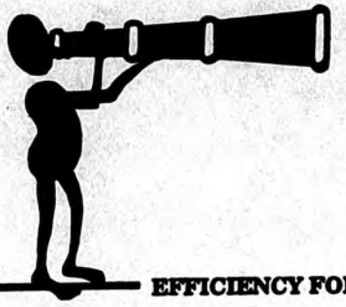
Conclusion

- Big Impact On People And Culture
- Painful Process.....Partnering At All Levels
- Program Is Measured.....Cautious
- Outside Pressures Continue
- Can't Afford To Not Do This Right



The Right GOAL:
Successful Mission Performance And Cost Savings

Perspective



EFFICIENCY FOR USARAK — 31



THIS IS WAR!



EFFICIENCY FOR USARAK — 32

HEADLINES

300 JOBS LOST



25,000 Army Positions Studied Since 1979

15,900 Positions Converted to Contract

SCORE: In-House 241

Contractors 227



ARM FOR BATTLE

4 T's



TRAINING



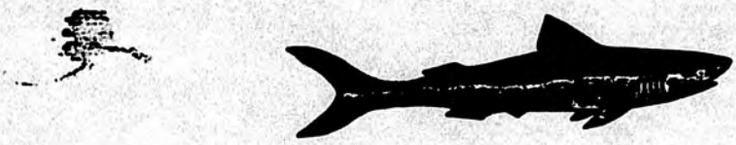
TASKS



TENACITY



TRUTH



BE BRUTALLY EFFICIENT!





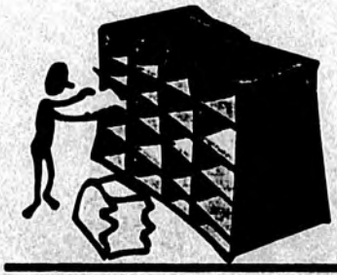


Communicate your ideas





THINK, THINK, THINK!



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IN SUMMARY



Takes a team effort



COMPETE AND WIN!





Everybody wins

EFFICIENCY FOR USARAK — 37

QUESTIONS ?



EFFICIENCY FOR USARAK — 38

DNR

DEPT. OF NATURAL RESOURCES

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

SUBCOMMITTEE REPORT

ON THE

DEPARTMENT OF NATURAL RESOURCES

November 18, 1999

Subcommittee Members: Leo MarkAnthony, Chair; Ron Anderson, Hugh Ashlock, Del Moss, Bob Motznik, Steve Noble, Rob Reiman, Randy Ruedrich, Marty Rutherford, George Schmidt, John Swanson, Eric Tasker, Kathryn Thomas, Dale Urich, Don Wilcox

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REPORT OF SUBCOMMITTEE ON PRIVATIZATION OF DNR

The DNR Subcommittee on privatization has been meeting weekly, except for holidays, since last August. After examining the DNR part of the state budget, we decided that it's size and complexity required the study of it's aliquot parts.

Individual subcommittee members volunteered to lead the following studies:

Management & Administration	Don Wilcox
Information & Data Management	Bob Motznik
Resource Development	George Schmidt
Land Development	Rob Reiman
Forest Management & Development	Dale Urich
Oil & Gas Development	John Swanson
Statehood Defense & Facilities Maintenance	John Swanson
Mining, Geological, & Water Development	Steve Noble
Agricultural Revolving Loan Program	Rob Reiman and Ron Anderson
Parks & Recreation	Hugh Ashlock
Agricultural Development	Ron Anderson
Statewide Fire Suppression	Eric Tasker

Other subcommittee members, Del Moss and Randy Ruedrich made general contributions, and Commissioner Kathryn Thomas provided input, overview, and guidance.

None of us, individually or collectively, could use the budget figures for detailed cost benefit analysis. We tried to understand the cost side of the equation and we did clarify some of it, but much more effort is needed and it would help if the bookkeeping would at least show some + and - signs.

DNR, under the direction of Deputy Commissioner Marty Rutherford, was fully cooperative; and it submitted some good ideas for privatization. The DNR data is part of this report.

The 12 individual reports, made by the study groups, and the reports of individual members are all part of this report to the commission. Much to our surprise, there were few general public inputs to our studies. The ones we did receive were promptly referred to the proper study leader.

The subcommittee held many discussions and we came together on some unanimous conclusions. Most of these are general in nature, but we believe they would help to streamline the government, and provide a better understanding of the budgeting equation. The more specific suggestions can be found in the various studies.

As a result of our reports and discussions we developed some general consensus.

1. The budget is written in an extremely complex manner, and mission statements are too general for detailed analysis.

Every state employee, unit, consultant, and contractor should have a mission statement and cost statement on file. The primary scope of work should be clearly stated, along with an estimate of the actual time required.

2. Most of DNR's Divisions are doing a reasonable good job, given the operating parameters they have to work with.

All of the present procedures should be reviewed for 21st century modernization, by efficiency experts, with a view of digitizing, simplifying, and combining them. (Information, public relations, forms etc.)

3. There have been major improvements in information and record keeping.

Privatization, in stages, would make many more improvements in service and cost.

4. Permitting is too loose-ended for good management or business.

Permitting should be codified, based on the life of the project, carried out in a reasonable time frame, and the fees should be standardized. All minor permitting should be rapid and routine. The state has a walk through permitting system for major projects, but present permitting for smaller projects is too open ended and expensive. All permitting which now requires hiring a state agency should be privatized.

5. Divisions should be divided into profit centers and essential services.

Those profit centers that can be privatized should be, and all should be measured by profitability. The essential services should have small service cores dedicated to quality control. Services that now duplicate the private sector, or are not of major importance, should be dropped. Seasonal tasks should either be privatized or given set report writing formulas.(Most report writing does not require months of office work for short periods spent in the field.)

6. DNR's overall mission should be orderly moved to mostly quality control.

Registers of fully qualified and approved contractors and professionals should be maintained. Work requests should be on a qualified bid basis with strict adherence to terms. Applicants required to pay for government service should have the right to hire from the government's register.

7. The Commission on Privatization is off to a good start, but every aspect of government should be under constant review and challenge.

Is the mission of a profit center really adding to taxpayer value? If not or maybe? Why do it?

Accountability in government is about spending money as intended. It should be about causing good results by making the best use of what is available.

Leo Mark Anthony
Subcommittee Chairperson
DNR Privatization Study
10/25/99

Department of Natural Resources Subcommittee Recommendations

Information and Data Management

1. Establish some sort of punishment procedure for deliberate lies/distortions made on budget request documents. (Page 11)
2. Ban state agencies from trying to coerce the public into lobbying for their budget requests. (Page 11)
3. Re-privatize the recorders office index processing (Page 11)
4. Consider contracting out the entire recorder's office process. (Page 12)
5. Return to the policy of letting established bonded companies check out microfiche for volume copying of filmed documents. (Page 12)
6. Make the State Recorder follow the statutes regarding acceptance for recording. (Page 12)

Resource Development

1. Maximum use should be made of "generic" contracts. (Page 14)
2. The procedures currently in place in all branches of the state government should be examined, and one procedure written. (Page 14)

Land Development

1. Marketing of land disposals. (Page 17)
2. Appraisal and Surveying of land for lease or sale. (Page 17)
3. Customer Service Area – Dissemination of information to the public via web sites. (Page 17)

Forest Management and Development

1. The State Department of Forestry is not compelled to give checks and balances to the legislature. I feel they should break their costs down to show costs of design, offering, administering, road costs, etc. This should be computed in costs per board foot. (Page 24)
2. Pre-suppression costs should be separated from Forest Management. (Page 24)
3. Legislation should be passed to allow longer term contracts up to twenty years, based on performance and fair market value returns to the state. (Page 24)

Oil and Gas Development

BRU & FUNCTION	PRIVATIZATION POTENTIAL	COMMENT
Director's Office	$0 of $504K	See Opinion, page 28
Resource Evaluation	$200K of $743K	See Opinion, page 29
Leasing/Tech Support	$200K of $922 K	See Opinion, page 29
Revenue Development	$80K of $346K	See Opinion, page 30
Units	$0 of $260K	See Opinion, page 30
Lease Admin/Royal Acct.	$100K of $1.5 Million	See Opinion, page 31
MMS Oil & Gas Audit	$92K of $92K	See Opinion, page 32
State Pipeline Coordinator's Office	$500K of $3.46 MM	
Advisory Comm. On Federal Areas	$0 of $93K	See Opinion on page 35
RS 2477	$0 of $115K	See Opinion on page 35

Agricultural Revolving Loan Program

1. Contract with a state-wide Alaskan bank to manage the five million dollar principal and outstanding loan portfolio. (Page 55)
2. The bank; would share in profits generated by both old and new loans. (Page 55)
3. Programs now being paid from ARLF would be budgeted out of the general funds making the real costs to State more transparent. (Page 55)
4. The State Attorney General's office would contract out to collection agencies the recouping of funds due from bad loans and judgements. (Page 55)
5. Improved land now held be auctioned off immediately before it deteriorates further and to reduce cost of managing. (Page 55)
6. ARLF to be dismembered. (Page 55)

Parks and Recreation

1. Phase out the campground pass program and attract campground concessionaires. (Page 58)
2. Increasing service to the public with customer support services. (Page 58)

Statewide Fire Suppression

1. More extensive use of the internet. (Page 64)
2. More support for the Tanana Hotshot fire fighting crew. (Page 64)

DNR Official Departmental Recommendations – Various Divisions

1. Film old recording books currently located in 14 different offices. (Page 66)
2. Implement imaging technology. (Page 66)
3. Introduce legislation to address and design a new water right system for the water allocation program. (Page 70)
4. Streamline DNR Appeal Process – (Page 70)
5. In conjunction with Commercial Setnet Fishing Sites, repeal AS 38.05.082 and replace it with a streamlined self-registration system that would not require agency review and processing steps. (Page 71)

Parks

1. The Park Service needs to stop any further funding of developed facilities and should eliminate existing "developed facilities" that are comprised of outhouses. (Page 75)
2. Eliminate the authority of parks to set user fees for the funding of the division. (Page 75)
3. Promote private ownership of state lands through homesteading. (Page 78)
4. Build more roads and trails into remote areas of Alaska. (Page 78)
5. Demand that Governor Knowles challenge Title VIII of ANILCA in the U.S. Supreme Court. (Page 79)
6. Obtain an exemption from the Alaska Regulatory Commission for solid waste disposal for the Division or obtain a statutory exemption. (Page 80)
7. Expand Chena Hot Springs Road northwest to connect to the Steese Highway at Eagle Summit. (Page 80)
8. Contract parks in clusters allowing for sole concessionaire clauses in the contract. (Page 80)
9. Increase interagency planning for multiple use in parks. (Page 80)

MANAGEMENT AND ADMINISTRATION

Don Wilcox

MANAGEMENT AND ADMINISTRATION

Don Wilcox

Memorandum

To: LEO M
CC: [Click here and type name]
From: DON W

Date: 10/23/99

Re: DNR ADMINISTRATION

Privatization, governmental privatization, privatization of some DNR functions? The very thought of privatization strikes at the very heart of any governmental administrator any tax supported institution must grow in order to full fill all those yet undiscovered, unmet and unfull filled public needs; it is in the public interest.

We shall assume that all the public employees are dedicated and hard working. The question that has been asked of the commission is whether some functions of DNR should be privatized in order the better serve the public, more efficiently or at less cost.

At your request, I have reviewed numerous documents and interviewed people who have been recent departmental customers; those who have used their services. My study of the DNR administration has been hurried and shallow due to the total lack of financial and staff support along with the impossibly short deadline imposed on the commission. In my opinion, the DNR budget and financial reports seem, to me, to be constructed more to confuse than enlighten. What are the true costs of overhead; are the public relations, office rental, computer, publishing and personnel support costs truly represented? In order to analyze the costs of overhead, a desk audit needs to be performed, is the job and the position description accurate? These questions need to be answered before any meaningful study comparing private to DNR costs.

In my opinion, primary focus of privatizing of state functions should concentrate in those areas where the public can be better served at a lower cost while still serving in a more friendly and timely manner. The following programs should be seriously considered for privation

Land distribution:

Section 8 of the state constitution directs that, state land should be transferred to the private domain in timely manner. A quick record search reveals that a very small area has actually been transferred. It is also alleged that transfer of land to the public is not considered to have enough priority to make it happen.

The promotion and sale of Alaska public land should be privatized. This new operation should be considered as a profit center and should return enough to make the project self sufficient, the state or a private firm could provide over site

The legislature and the administration should work together to provide the legal framework to assure the transfer of the State of Alaska land to the land hungry public. Private ownership *of* land is the very basis *of* our enterprise system, for some it is a measure of economic security, for most it leads to improvement and productive use. Private land is taxed. In addition contributes the general welfare.

Permittin
g.

The time and money that is expended on state permitting, is in my opinion, far outweighs the alleged benefits. The present system, as reported to me, is slow costly arbitrary, and at times capricious. The law and regulations are poorly codified and confusing to many people. Permits should be made available and acted on in a 1 stop, time limited, manner. The permittee should be able to know what permits are required and a reasonable estimate of time needed to obtain the required permits.

The whole permitting program should be privatized; it should be taken out of the political arena. The programs permitees 1t should bear a reasonable cost. Enough so it would pay for the expense or cost of privatization. The state should have oversight, however an appointed appeal board of citizens should be empowered to resolve conflicts. Once the permits are issued the state should defend those permits that are in compliance when an adversarial lawsuit is filed, the plaintiffs should be held responsible for any expense, time or money, caused by their delay.

INFORMATION AND DATA MANAGEMENT

Bob Motznik

COMMISSION ON PRIVATIZATION
DNR SUBCOMMITTEE
BRU: Information/Data Management
COMPONENT: Recorder's Office/UCC

PURPOSE
The mission of the Recorder's/UCC office is to provide an impartial place of record for legal documents. Documents are brought in by companies or individuals. The Recorder's/UCC staff files a copy of the document and indexes the document by the names and property descriptions on the document so that people can later locate documents relating to a given name or property. Common documents are deeds, tax liens, mortgages, judgments, finance statements, etc. The function performed is basically a filing job.

Title Companies duplicate the processes of the Recorder's Office. Western Microfilm Services, Inc. has equipment located in the Recorder's Office and it microfilms each document side by side with the Recorder's office and provides copies to title companies.

Most title companies then file the document in their plant and index the document in their computers for retrieval when they perform a title search. A few title companies use the Recorder's Office index for their title searching. Motznik Computer Services, Inc. and Geonorth, Inc. provide online access to the Recorder's Office index data.

Budget
The FY99 budget was $2.3 million. This does not include the computer programming or computer processing costs. Those costs are included in the Information Management Resource Component. That component provides computer programming/processing for all of the divisions of DNR. Since the programmers do not keep time sheets indicating what project they are working on, there is no way to obtain the total cost of the Recorder's/UCC component.

HISTORY
Prior to 1971, hard copies of documents were retained and the index was handwritten. In 1971, microfilm equipment was installed and a computerized index was created by Robert Motznik who was then a programmer at the State Division of Data Processing. In 1986, Motznik Computer Services, Inc. (MCS) started providing online access to public files including the Recorder's Office index. By this time the 1971 IBM keypunch card input system was slow which made it hard to sell the outdated index.

MCS approached the State with an offer to take over the computer programming and computer processing of the index at no charge and with no priority rights to the data. This resulted in a contract starting July 1, 1986.

By 1996 Sharon Young, the new State Recorder, was making every effort to return the processing into the DNR budget. She requested $1.2 million for purchasing a new system. When she did not get the funding, she cancelled the MCS contract even though she did not have an alternative system. A legislative oversight hearing was held forcing her to make another contract with MCS. Over the next two years, DNR gradually developed what they called a 'backup' index system which did not incorporate any new technology.

They assured the legislature this was only a backup in case MCS failed. They were not going to implement the system. Then in July 1998 after the legislature was out of session, they notified MCS they would be taking over processing of the index on 11/1/98. The contract with MCS required a 6-month cancellation notice and they were only giving a 3-month notice. Twelve legislators sent DNR a letter (Attachment S-1) telling them to not bring the system in-house. But DNR insisted they would bring it in-house on 11/1/98 anyway. After some prodding Commissioner Shively had his staff wait until 1/1/99.

RECOMMENDATION 1

Establish some sort of punishment procedure for deliberate lies/distortions made on budget request documents.

Attachment S-2 is a copy of last years Recorders Office request for $225,000 of Y2K funds for new PC's and a network upgrade to replace some dumb terminals. Since dumb terminals are Y2K compliant (they don't know or care what day it is) the request was questioned by some legislators and DNR immediately dropped the request. Their explanation was that they thought one control unit was not Y2K compliant but it really was so they were dropping the request. The possibility of replacing the one control unit for a few hundred dollars must not have occurred to them. DNR tried to get some Y2K funds under false pretenses and when caught, they dropped it. Some sort of penalty would discourage this practice. Legislators do not have the time or expertise to validate every request.

Attachment S-3 is a count of documents processed by year-month. Attachment S-4 is page 10 from the Recorders/UCC office FY00 budget request. The request is for an increase of $300,000 because the volume of documents recorded has increased each year from 1995 through 1998 with the same number of front-line employees. The request is a total distortion. It hides the fact that the 1994 volume was higher than any of the years on the chart and that there were fewer total employees in 1994. Why didn't they drop employees in those low volume years?

Attachment S-5 is page one of the Recorder's/UCC supplemental budget request from last session for $92,000. The beginning of the last paragraph states "... the size of recorded documents has increased 158 per cent in the last 5 years" Attachment S-6 is a report of the average number of pages per document from the recorders office index. Note the average was 2.54 pages in 1994 and 2.55 pages per document in 1999, not quite a 158 percent increase.

RECOMMENDATION 2

Ban state agencies from trying to coerce the public into lobbying for their budget requests. Attachments S-7 & S-8 are letters the State Recorder sent out trying to get people to encourage their legislator to give the recorders office more money. Note the house never considered cutting $400,000 below the prior year budget. They just didn't give the $300,000 increase over the prior year that they requested. Attachment S-9 is a Voice of The Times editorial on the letter writing campaign the State Recorder was conducting.

RECOMMENDATION 3

Reprivatize the recorders office index processing
This was performed by private enterprise for 12 years at no cost to the state. MCS could no longer provide everything DNR wanted for free, but it could have been provided for far less then what the State spent and continues to spend. The goal of DNR over the last few years has been to get this system in-house. They knew it could be done for less by private enterprise but at no time even considered putting it out to bid. Privatizing this again would be impossible with the current DNR management. The legislature would have to move the Recorders/UCC office to another department or have the privatization effort controlled by a group outside DNR. A request for bids developed by DNR would be a sham.

RECOMMENDATION 4

Consider contracting out the entire recorder's office process.
Title companies perform duplicate processing to the recorder's office except that they only process documents affecting title to property. They do it far more accurately and efficiently. Contracting could be tried as a pilot project in some of the smaller communities like Homer, Kotzebue, etc. where there is only one employee. These offices now have a problem when the one employee is sick and the office is suddenly closed without notice.

RECOMMENDATION 5

Return to the policy of letting established bonded companies check out microfiche for volume copying of filmed documents. Attachment S-10 is a letter from Sharon Young to Western Microfilm saying they could no longer check out microfiche to copy for title companies because that would compete with the Recorder's Office providing the same service. One title company wanted to get copies of 25,981 fiche. Western Microfilm would have charged .35 per fiche for a total of $9,093.35. The Recorder's Office would only release the fiche for $3.00 each or a total of $77,943. The Recorder's Office has thus made the startup costs for new title companies prohibitive. By making it so copies can only be obtained from the Recorders Office, they increase their own workload and costs.

RECOMMENDATION 6

Make the State Recorder follow the statutes regarding acceptance for recording.
Attachment S-11 is page 2 of the FY00 budget request. Section 1 quotes the statutes as to what documents are acceptable for recording. Note they must include the necessary indexing information including a property description. Prior Recorders thoroughly examined the documents before accepting them for recording. Now they are hardly checked.

There are now over 1000 documents where the Recorder has accepted the document and then not indexed the document by property description. In most of these cases the document contains a section, township, and range description and then does not specify the meridian. The Recorder accepts the document as having a legal description and then does not index the document. They simply enter a comment saying "incomplete legal - no meridian given". This means the document can not be found by property description. Many recording districts lie completely on one meridian. All properties in the Kenai, Seward, Homer, Seldovia, and Anchorage recording districts are in the Seward Meridian. It's a common occurrence for documents in these areas to not specify the meridian. Prior recorders would accept the document and index it using Seward Meridian.

In one court case, a title company was sued for $100,000 for issuing title insurance and missing a lis pendens that had been recorded. The State Recorder filed an affidavit that stated they indexed the document with the wrong name and with the wrong property description. The judge ruled that the title company could not be held liable since there was no way that the document could be found. The State Recorder is also not liable for making errors.

Thus the 1000+ people that have documents recorded that did not specify a meridian, paid the recording fee, had their document accepted, were not notified of any problem, but their document has no legal standing. There seems to be something grossly wrong with this situation. When the Recorder enters a comment card saying they did not index the document by property description, they are confessing that they accepted a document that by statute, they should have rejected.
Following attachments for Information and Data Management Report unavailable electronically. Please see hard copies in the archives. Thank You

RESOURCE DEVELOPMENT

George Schmidt

SSB 33, encoded as Chapter 77 SLA 99, established the Commission on Privatization and Delivery of Government Services with six purposes listed in the act. Review and evaluation of the six topics will result in recommendations leading to a more efficient, less expensive state government. The DNR committee members, with wide and various backgrounds, discussed at some length various possibilities. Nearly every member agreed he (she) could identify items that could be contracted out. The savings in virtually all cases would be under $100,000. Against that would be the cost of writing a contract, its review for legal and technical sufficiency, and determining if compliance has been had. No doubt there are other costs.

In order to keep the cost of setting contracts at an acceptable level I suggest a two-fold approach:

A) Maximum use should be made of "generic" contracts. Many contractors are similar, although their products are not at all alike. Contracts, for example, for on the ground geologic work, for cadastral surveying, for forestry practice surely have many features in common. Of course, in each case particular clauses to cover each specialty are needed. But there should be no need to "start from scratch" on each contract.

B) The procedures currently in place in all branches of the state government Should be examined, and one procedure written. There is no need for separate Flow charts for writing and processing contracts. Where, in a special circumstance, an extra step is deemed necessary, the procedure should spell out how it is sodetermined, and in a short time frame (say three working days) review board should agree or disagree with its necessity. Once the contract is issued, there must be no micromanagement. Of course, the state must be available to assist the contractor if unforeseen circumstances arise. Normally, however, the state should not concern itself until the contractor presents the finished product, or interim product if a long term contract. Inspection and testing may then take place, with the contractor's bond held "in balance". The above is a simplified outline, the actual procedure is more detailed.

What type of work might this apply to? Almost any type of professional work. There are many lawyers, engineers and foresters in private practice, as well as accountants and managers. Most of those people are licensed by the state or certified, usually on the basis of experience, by their professional societies. There should be no difficulty in securing bids in most disciplines.

When hiring professionals, most governmental units specify a generalist of perhaps little experience. Most disciplines have many subcategories. An expert in one may have little knowledge of another. By contracting, the agency gets the talent it needs rather than someone else. This is true in most fields, such as engineering and of the law.

Permits should be given for longer than a year. For one thing, in some fields that effectively means six to nine months. For another, there appears to be no purpose in such a short period. If a project is expected to last for five years, a five-year permit seems reasonable. There is recent precedent in the state's extending the periods for automobile license plates and between emissions checks. While those time extensions may have little relevancy, they do indicate a willingness to consider longer periods.

LAND DEVELOPEMENT

Rob Reiman

DIVISION OF LAND

Background:

The Division of Land has broad responsibilities for the acquisition, management and disposal for development of state lands. The division provides assistance to other agencies in the areas of oil and gas leasing, timber sales and mining development by confirming boundaries and title and by providing access across state land. The division is charged with planning the use of state land, and conveying, leasing or permitting the use of land to municipalities, boroughs and individual Alaskans. The division also is responsible for obtaining title to the state's entitlement from the federal government, and for defending the state's title to the lands acquired. The division budget for FY1999 is $8.335 million, with 117 full time and 6 part time employees. Almost 50% of its annual budget is generated from revenue collected by the division.

These functions and responsibilities involve both essential service and revenue generating activities. The division is entrusted with performing what are clearly non-delegable governmental functions, such as determining which land to select from the federal government, which land to dispose of by lottery or auction, whether particular lease or permit applications are in the best interests of the state. This decision making that the division is required to perform should not and cannot be privatized.

Privatization proposals:

There are however areas where privatization may result in savings. The marketing of land disposals, including the disposal of the approximately 5,000 parcels of land available (by foreclosure, relinquishment, termination of leases, and land which had been previously offered but not purchased) could be accomplished by a private company for a fixed fee or commission. Once land is determined to be suitable for disposal, and a minimum price established, most other aspects of the sale could be privatized. Collection of lease, permit and land purchase payments could be contracted out. This is apparently done in part through First National Bank of Anchorage, but could be expanded to include all time payments to be received by the division, including lease and permit payments. Depending on the action required, some collection and legal services (i.e. non-judicial foreclosures) could be accomplished through private contract.

There may also be opportunities for privatization in the appraisal and surveying of land for lease or sale. The division has already undertaken to contract some of the lease appraisals to private entities. At this time only a portion of the land for disposal requires a state funded survey (i.e. a lease applicant must pay for his or her own survey). Depending on cost effectiveness and the perceived necessity for review, privatization in this area could be expanded.

In the customer service area of the divisions responsibilities, some opportunities to privatize exist. The reservation system for state cabin rentals is an example. Dissemination of information to the public could also be accomplished in part through privatization. For example, access to division web sites and databases could minimize the need for personnel responding to public inquiries. The data entry and web site construction could be accomplished by private enterprise. Additional revenue (for cost of privatizing) could be generated through paid access to division information (i.e. mining locations, status of claims, plats, etc.) or through sale of advertising. Leveraging technology, whether through the agency itself or through privatization, will enable the agency to provide better service at a lower cost.

Subcommittee Privatization Report

On DNR

State Dept. of Forestry

October 28, 1999

DEPARTMENT OF NATURAL RESOURCES

Chairperson: Mr. Leo Mark Anthony
Phone: 279-4702
Subcommittee Forestry Chairperson: Dale Urich
Phone: 258-0722

BRU:
Forest Management and Development

Component:
Forestry Management and Development

BRU: Total.....8,623.3

Expenditures:	**FY00**
Personal Services	6,574.0
Other Program Costs	2,049.3
Total	8,623.3

Funding Sources:

Federal Receipts	1,141.0
General Fund Match	
General Fund	7,136.9
GF Program Receipts	14.8
Other Funds	330.6
Total	8,623.3

Staffing:

Permanent Full-Time	62.0
Permanent Part-Time	118.0
Temporary	12.0

Total Revenue Derived (Stumpage Fees)...1.2million

*The net cost/income to the state is misleading as quoted to me by the department. Part of the above over two million is charged off to something they label pre-fire suppression. Making your forest plan costs higher than they really are.

The following authority governs the agency.
Authority:
AS 38.05.110-120;38.04.060;41.17.020-320;45.50;46.40

MISSION STATEMENT

(a) The mission of the Division of Forestry is to develop, conserve, enhance, and
manage the state's forests to provide a sustainable supply of forest resources for Alaskans.

(b) The mission of forest management and development in the Division of Forestry is to:

1. Manage state forests and forested state lands, for which forestry is an identified
use, sustainable for the many public uses of forest resources:
2. Administer the Alaska Forest Resources and Practices Act on state, municipal
and private lands in a manner that maximizes sustainable forest resources and economic enterprises that rely on forest resources; and
3. Provide support to non-industrial private forest landowners to ensure health and
productivity of Alaska forests.

(c) The mission to the statewide fire suppression in the Division of Forestry.

1. As to fire suppression, is to manage wildland fire for the safety of Alaskans and protection of property and to maintain a healthy forest;
2. As to pre-suppression, is to reduce human caused fires and maintain fire fighting
resources in a state of operational readiness to manage wildland fires for the safety
of the state's forest resources and to maintain a healthy forest.

(d) The legislature intends to measure the success of the Division of Forestry in
achieving the mission set out in (b)(1) of this section by considering

1. The distribution and abundance of forest types and stand ages;
2. The volume of timber offered annually, including volume of timber offered
in-state, and value-added processing;
3. The volume of timber offered over a five-year period, by year; this measure is
a measure of stability;
4. The percentage of harvest acres of state land meeting reforestation requirements
established by AS 41.17 or by regulations adopted under AS 41.17 (Forest Resources and Practices Act);
5. The volume offered and number of jobs resulting from timber sales sold under
value-added sales (AS 38.05.123).

(e) The legislature intends to measure the success of the Division of Forestry in
achieving the mission set out in (b)(2) of this section by considering
The level of compliance with best management practices, as measured by implementation monitoring program.

1. The continued productivity of fish habitat, as measured by effectiveness monitoring studies;
2. The continued protection of water quality, as measured by implementation monitoring program;
3. The continuation of certification for federal Clean Water Act and coastal zone compliance in accordance with AS 41.17 or with regulations adopted under
AS 41.17 (Forest Resources and Practices Act);

4. The compliance with requirements for reforestation on private, municipal, and non-DNR state land.

(f) The legislature intends to measure the success of the Division of Forestry in achieving the mission set out in (b)(3) of this section by considering

1. The percentage of non-industrial forest land covered by forest stewardship plans;
2. The percentage and number of communities with organized community forestry activities;
3. The equipment and amounts provided to highest priority fire departments;
4. The percentage of total forested acres included in the annual insect and disease report;

(g) The legislature intends to measure the success of the Division of Forestry in achieving the mission set out in (c) of this section by considering

1. The percentage of fires in full and critical protection categories held at less than 10 acres;
2. The percentage of the total cost that was used to obtain personnel and equipment from out of state;
3. The percentage of total fire departments with cooperative agreements between wildland fire protection and structural protection providers;
4. The percentage of fires that result from human actions, whether as a function of population growth or of other causes;
5. The extent and characteristics of damage to structures after wildland fire.

CONTRACTED SERVICES

Fire contracts/continuing offers solicited/processed

Aviation contracts –12
Aviation contracts—67
Fire support offers—110

Other Contracted Services:

Occasionally outside counsel is contracted.
Major technical report editing is now contracted out.

The services listed below are types of services that have increased over the years that may have previously been done in house.

Tree Planting & Thinning Services	Forestry	$215K
Tree Growing (Mostly Canadian Companies)	Forestry	$230K
Timber Management	Forestry/MHLT	$ 80K

Johnson Creek timber sale/Icy Cape Timber Inventory/Timber Sale, Prince of Wales Island, Timber sale contract administration. DOF has a private forest management consultant firm administering the Trust's timber sale at Icy Cape.

The Dept. of Forestry owns no aircraft, they said they have two Beavers on loan from the Federal Government. The following bid invitation (#200010001431) which was due 10-27-99 to the Division of Forestry were special aircraft used to lead and spot drop zones for the large aircraft. These will be used in fire suppression only. (See Attachment T)

SUMMARY

The following information has been compiled from eight different foresters, and several private citizens which are affiliated with forestry. Including several mills and major timber companies. It appears DOF is meeting the demands of the smaller operators by adequately furnishing them with small sales.

While the above is commendable, it seems to be the general consensus of the larger operations in the industry, there is not enough large sales offered to allow major investments for construction of higher tech mills, veneer, plywood plants, or chipping operations, which it takes to be competitive. This is what it takes to create a sizable amount of employment.

A major problem with the offering of large sales is the opposition by different environmental groups. Large sales seem to throw-up a red flag. This is a major problem that has to be worked out. Mainly by getting on with the program. Get the 5-year plans in place. Get some big sales offered, and take the problems head on.

To fulfill the demand of larger sales the DOF is working on what they define as VALUE ADDED SALES. I understand that these sales can be extended up to ten years. As long as the operator meets the criteria demanded of them, including the capability of meeting fair market values, reforestation, ect..

The Division of Forestry is divided into two regions for forest practice plan. There is 4.7 million acres of productive forestland (with classification this could be extended to maybe 20 million acres). The DOF intends to offer 18.6 million board feet up to 80 million, depending on market conditions and receipt of requested operating funds and CIP money. They plan to administer 140 timber sales.

At this time, I would advocate, waiting until the DOF has installed their VALUE ADDED SALES plan, and see if it meets consumer demands. If this plan does not meet demands then I would strongly advocate semi-privatizing state forested lands through the mechanism of Forest Management Agreements, or the more modern term, Forest Stewardship Agreement. Under this system, the state retains ownership and ultimate responsibility, while a private firm manages the land, and recuperates its costs by harvesting timber under the sustained yield principle.

Such an agreement can be signed without requiring additional legislation, pursuant to Alaska Statute 38.05.027, and/or Alaska Statute 38.05.118, for long-term benefits to both the state and the private sector.

The benefits are obvious. A private company ith a profit motive, and strict regulation (by statute and contract) is more apt to keep the land productive, especially if the contract contains an "evergreen" clause, where the company can extend the contract based on its performance and forest improvement by means of increased growth.

If you wish to have explained in further detail, feel free to contact Dale Urich at (907) 258-0722.

See attached (Forest Stewardship Agreement – Attachment U).

SUGGESTIONS

- The State Department of Forestry is not compelled to give checks and balances to the legislature. I feel they should break their costs down to show costs of design, offering, administering, road costs, etc.. This should be computed in costs per board foot.

- Pre-suppression costs should be separated from Forest Management.

- Legislation should be passed to allow longer term contracts up to twenty years, based on performance and fair market value returns to the state.

OIL AND GAS DEVELOPMENT

John Swanson

To: Leo Mark Anthony
From: John D. Swanson, PE
Date: November 1, 1999

Subject: Privatization Report
Department of Natural Resources
BRU – Oil & Gas Development
BRU – State Pipeline Coordinator's Office

Summary

The following is information developed by reviewing budgets and interviewing personnel of the Business Revenue Units (BRUs, or singular at BRU)) of the State of Alaska's Department of Natural Resources. The purpose of developing the information is to identify Privatization opportunities in state government.

Gauging the Value of the Information Developed

Privatization study efforts are viewed by many as a two-sided coin, given the makeup of the people organizing the formal privatization review and the people participating in the various committees. The benefits with privatization in state government must be gauged on whether specific government functions are more effective, both in terms of cost and quality of service, in the private sector instead of organized, funded and staffed by state employed personnel.

Personnel organizing the Privatization study are in the public sector, in the legislative and executive branches of government, with sound purpose and a strong desire to use this as a means of reducing costs of state government. The various committees are comprised primarily of representation from the private sector, aided by staff support from legislative offices. Therefore, a natural suspicion arises in the motivation of the committee participants, as viewed from the public sector. Are they looking for personal gain? Are there "hidden agendas" with regards to a desire to change public policy that will attempt to divert the attention of the Privatization effort away from the basic objective?

The answer to both of those can be yes, but that does not mean it is always that answer. First, there are those as virtuous in the private sector as in the public sector, with a true desire to help our government enhance the way it does business and cut through current bureaucratic processes to achieve gains for all. The true "win-win" means enhancing everyone's role and that is possible. Then, there are those more interested in pushing personal agendas and achieving personal gains.

However, the same is true of people in the public sector. What we are talking about here is tendencies that are part of human behavior, generally regardless of the role assumed in life, although often shaped by the perceptions in the chosen path. The key attributes are whether the values and ethics of the individual members representing both sides are to the necessary standard for undertaking such a sensitive review, and do they have an early understanding and "buy-in" among participants to the common goals of the effort. These are simple notions that are the basis for success in any endeavor, and an effort to review functions for privatization must always check to see if the values are maintained and the goals are being pursued. The leaders of the committees were not selected based on their knowledge of the specific issues related to the charge of the committee, but the ability to lead the committee in pursuit of the overall objectives. This provides maintenance of a fair review process, including constant scrutiny of individual values, to ensure credibility in the results.

Therefore, to maintain credibility, the results attempt to answer the following questions:

- **Can the government function be privatized?** It must be remembered that there are functions that must be performed by the organization because they determine policy and strategy of the organization in meeting self-determined goals. Then there are functions that represent the execution of those policies and strategies of the parent organization. Government policy making and strategy setting in a democratic state is performed by elected representatives. Therefore, the means to which those decisions are made, the information gathered to base those decisions on, and the enforcement of those decisions must be maintained in the government, otherwise the credibility of the government is questioned as it is not in control of it's own responsibilities. There are those items, however, that generally represent a service to the public (execution of the policy) and it is those areas that have the potential to be privatized.

  The line between the role of developing and maintaining policy, and execution is often a thin one and difficult to distinguish in some areas when it comes to government. This question must be asked in any suggestion of privatization of government, to ensure the public's interests are maintained.

- **Is privatization a better way of performing the function?** Privatization can make sense in terms of providing a service to the public at a competitive cost, but often the same results can be achieved by bringing private sector process efficiencies to the functions. This is very true where staff functions are already in very high utilization. In addition, while sometimes the privatization effort can bring efficiencies to the cost of providing a service, sometimes it can cause increases in cost if there is no gain in efficiency. Therefore, often the best answer can be to bring private sector process efficiencies to the government function to lower the cost of government service.

- **Should this function be performed, or performed with different goals or policy in its execution?"** In the eyes of the author, this is not the purpose of the privatization effort, although behavior always begs the question. It begins to bring out the hidden agendas in regards to the validity of the functions the government currently performs today, and is considered a diversion from achieving the intended goals of the privatization review. *Those debates are better left to the public processes already existing in government for that purpose.* For purposes of this effort, if there are areas that could reduce the cost of government as viewed by the private sector by elimination of the function, they are mentioned but no elaboration or discussion is maintained here.

General Restrictions for All State Entities on Privatization

The one single notation for all discussions was the notion that, for personnel services the state procurement requirements do not allow for simple efforts if the perceived amount is above $50,000. The primary complaints are the extensive approvals required from outside the department, the reporting to ensure open and fair bidding practices for larger contracts, and the ongoing oversight, auditing and reporting. Within the leadership of the departments, the response on the issue was varied, but units who have a strong desire to contract more out identify it as something that will actually increase workload just for the administration and management of the outside contract.

The chief complaint is the procedures work very well for ongoing long-term labor services such as janitorial, etc., but extraneous for things such as professional services needed on an interim basis. These can often exceed the $50,000 magic limit for simple vs. difficult contracting procedures.

To the contrary, obtaining personnel from other departments for interim project work is a relatively simple process, one that has almost always pushed work efforts back into state government, and causes continued increase in personnel to manage the perform

the interdepartmental work. However, when discussed with representatives, no one understood the concept of tracking utilization, meaning no one really knows how cost – effective the interdepartmental outsourcing of people to among state departments really is. It seems the state is especially nit picky about tracking costs on contract work but not benchmarking it against in house use and costs.
This issue is addressed more in specific sections as it pertains to them.

Review 1 – Oil and Gas BRU

Review of the Oil & Gas Development BRU is broken down along the organizational lines of this division.

The primary functions of the Oil & Gas Development BRU are to maintain the current policies of the state in development of this natural resource, encourage additional development where it serves the public's best interest, and ensure (enforce) the collection of the royalty revenues to the state from oil & gas production. In addition, the BRU works equity position issues when new discoveries cross lease boundaries.

The Oil and Gas Development unit has had one major change in recent years that required adjustments in how they complete new development. The change was to an area wide leasing program. This allows whole areas to be leased out and the funds bid are, in essence, work commitments on behalf of the winning bidder. The bidder's failure to complete development on the tract(s) allows the State to retrieve and re-bid the tracts.

The advantage to this program pointed out by the director is, for frontier areas, all funds go into finding and developing hydrocarbon production, not into actual lease costs to the state costs. This helps to stimulate exploration and development competition on new lands, ultimately increasing production and royalty income to the state.

While this is in effect privatization, area wide leasing does take additional front-end work on behalf of staff to prepare for and conduct the sale. Best interest findings must be completed identifying the social, economic and environmental effects of development in a given area. In 1999, the first best interest finding has been let out on a contract basis, versus the previous norm of committing personnel from other agencies to do the work (This often shows up as a contract amount on the BRU budgets, even though it is actually an interdepartmental transfer). This represents a significant step in Privatization, and the budget numbers below do not identify this, although future budgets will allow more funding for the direct contract basis.

Observations are provided following the analysis of each section and in the **Summary Conclusions** at the end of this section.

1. Director's office – Leadership, Administration

Summary Statistics

- Total Budget: $504,000
- Staffing: 5 $367,000
- Contracted out $ 74,900 (technical advice to the director-reservoir potential, etc.)
- Other $ 62,300 (Travel, Equipment, misc.)

Purpose/Function

- Policy and general administrative support for the unit
- Prepare and manage annual budget, staff and ongoing
- Attend oil & gas hearings and industry meetings

- Establish Policy for the office, conduct public meetings and sales

General Opinion

The amount appears reasonable considering the magnitude the department has on revenues for the state. This group performs all of the management for the BRU, therefore most functions cannot be privatized. Appears reasonable, salaries are perhaps low relative to industry counterparts.

Amount Potential for Privatization - $0

2. Resource Evaluation

Summary Statistics

- Total Budget: $743,000
- Staffing: 8 $700,000
- Contracted out $ 30,800 (Interdepartmental, not outside 3rd party)
- Other $ 12,200 (Travel, Equipment, misc.)

Purpose/Function

- Technical review of reservoirs
- Mapping of leases

General Opinion

The initial opinion was that this is a significant target for full privatization. However, upon review and discussion with department personnel, this would amount in reduced efficiency, as specific reservoir knowledge would be lost as the contract and employee turnover could ultimately diminish. There is some disagreement with that statement, although it is acknowledged that any privatization, even one that would involve turnover of existing reservoir personnel to a private contractor would involve a profit element that is not currently there. This would increase instead of decrease costs, unless, the contractor is able to show personnel could be leveraged into evaluation in other areas of the world....Possible but not likely, as direct conflict of interest issues would preclude any private side consulting in Alaska.

There is some potential to leverage outside knowledge, however not as great as originally perceived.

Amount Potential for Privatization - $200,000

3. Leasing / Tech Support

Summary Statistics

- **Total budget: $922,000**
- Staffing: 12 @ $836,600
- Contracted out: $ 59,100 (Interdepartmental, not outside 3rd party)
- Other: $ 27,000 (Travel, Equipment, and misc.)

Purpose/Function

- Conducting lease sales
- Best interest findings
- Licensing
- Title/Land reviews
- Five year leasing plan (issued annually)

General Opinion

There are significant aspects of this function that can be privatized, and the unit initiated steps in 1999 to do this by contracting out the first best interest finding for a new lease. Other functions, such as title and land reviews, etc. are also possible.

The near future (post BP-ARCO acquisition) will determine the need to issue 5 year leasing plan annually, there are additional potential savings if that can be done. The purpose and need of an annual need for this are unclear.

Amount Potential for Privatization - $200,000

4. Revenue Development

Summary Statistics

- Total Budget: $346,400
- Staffing: 12 $316,500
- Contract $ 18,100 (3rd Party Consultants)
- Other $ 11,100 (Travel, misc.)

Purpose/Function

- Monitor impacts of economic and policy changes on state royalty revenue
- Monitors 29 oil gas settlement agreements for compliance and royalty payments
- Develops oil & gas production forecasts for the state
- Analysis for sales incentives, negotiations, etc.

General Opinion

Monitoring of oil & gas settlements is in the best interests of the state is done to protect the state's best interests, maximizing royalty revenue. The forecasting is done based on historical trends, potential for privatizing this to a specialized group such as Cambridge energy associates, but the amount to be actually saved in the process is unclear. It may possibly be negative.

Amount Potential for Privatization - $80,000

5. Units

Summary Statistics

- **Total budget $260,000**
- Staffing 3 @ $235,000
- Contracting $ 14,100 (Interdepartmental)
- Other $ 10,300

Purpose/Function

- Analyze & develop unit agreement strategies.
- Act as states interest in unit agreement development to maximize royalty revenue

General Opinion

The group performs important functions for the completion of the unit agreements and development of new production. However, does this function need to occur? It is not clear who would do this if the state did not perform the function, and what would be lost if the state did not act as facilitator. Would not producers establish agreements to maximize production if left to their own vices?

Even with the questionable role, however, it is likely that the group can justify their own cost in terms of representing the state's interests in these sensitive negotiations. It

is also likely that agreements may not get done unless facilitated. It does not have to be the state facilitating, but the state is in a position to provide incentives to encourage production, increasing overall state revenue when production actually occurs. That would be a serious detriment to the state, with greater cost impacts than the cost of the Units group themselves.

It is not seen how privatizing this function could be improving cost, unless the appropriate consultants could be on a long-term retainer. Even so, this is likely not a cost saving measure, unless the activity slows to a very low level. In addition, facilitation of unit agreements by providing incentives or other means would be a policy decision, one that could not be performed by 3rd party interests.

Amount Potential for Privatization - $0 (Given the validity of the group function)

6. Lease Administration/Royalty Accounting

Summary Statistics

- **Total Budget** **$1,541,200**
- Contracted out consulting) $ 63,300 (interdepartmental and outside computer
- Staffing 21 @ $1,442,100
- Other $ 37,000

Purpose/Functions

- Issue Minor Land Use Permits (MLUPS) for exploration (non-intrusive programs only)
- Count and account for the royalty revenue to the state

General Opinion

This is an area where state's interests must be maintained, and becomes the primary enforcement tool to ensure royalty payments are being completed. Private processes can be brought to bear on improving efficiencies in the accounting efforts, however, and an effort has been underway to develop and in-house proprietary software accounting program (OGRA) relying on electronic data interface for transfer of information to the state directly from producers. This will streamline the labor requirements in the future.

Potential amount to be privatized - $100,000 – primarily computer consulting and software programming. Majority of effort is as efficient or better (no profit allocation as there would be for third party) as long as efficiencies are aligned with current private practices. This section should be able to reduce costs when new systems are implemented.

MMS Oil & Gas Audit

Summary Statistics

- Total Budget $91,900
- Contract $ 5,000
- Staff, 1@ $66,000
- Other $20,300

Purpose/Function

Federally funded Audit function for offshore production (not implemented due to initial offshore production delayed (Northstar and Liberty)

General Opinion

This function is not a cost to the state as it is federally re-imbursed. However, due consideration should be provided to outsource this from the start. Doing so would determine the following:

- Shield the state from any errors in the audit function
- Prove/disprove any current perceptions about maintaining the "knowledge of previous transactions/ reservoir issues history on an in-house vs. 3rd Party basis

Potential amount for Privatization - $91,900

Summary Conclusion – Oil & Gas BRU

The overall budget of the Oil & Gas BRU is not excessive considering the revenue it provides for the state.

However, the future direction it should take is difficult to understand. The primary reason for this is the BP-ARCO acquisition underway. Whereas the previous arrangement provided for open competition and an easier approach to monitoring and control of the state production and royalty interests, the move to a single operator on the slope may make the need for several of the oversight functions of the Oil & Gas BRU to actually increase.

This increase could be accommodated to a large degree with 3rd Party (private) support to augment the already knowledgeable team of the Oil & Gas BRU.

Review 2 – State Pipeline Coordinators Office

The state Pipeline Coordinator's office functions as the states watchdog in the granting of right-of way leases and oversight on those systems during design, construction and operation. The primary aspect of this effort is the oversight role on Alyeska Pipeline.

Much of the funding for the SPCO is reimbursed by fees paid by the pipeline companies themselves. In addition, for new project engineering and construction integrity reviews, these functions are contracted out to qualified firms through the applicant's procurement system. In short, in addition to what is shown below, approximately $500,000 in professional consulting is performed by the SPCO to perform it's functions that is never handled or issued by the SPCO themselves.

Summary Statistics

• **Total budget**	**$3,346,500**	
• Staffing 21@	$1,329,700	
• Contract	$1,773,500	(Interdepartmental, not outside 3rd party)
• Other	$ 243,000	(Travel, Equipment, misc.)
• Program Receipts	(2,693,100)	(reimbursements from pipeline companies)
• **Net cost of SPCO**	**$ 653,400**	

Purpose/Function

- Oversee and process applications covering common carrier pipelines and use of gravel or other ROW materials in construction of said P/L.
- Monitor operating pipeline systems for compliance with safety issues and state stipulations in the Grant of right-of-way.

General Opinion

If there is to be a state entity to oversee common carrier pipeline, this is likely the lowest cost method to do so. The SPCO should be complimented in the innovative ways they have used to complete their functions and use private efforts to do complete reviews and other monitoring work.

The opinion of the SPCO is that much more could be outsource if the contracting rules are in place to do so. When encountering a review requirement for a new pipeline, the SPCO finds limited options for firms capable of performing review efforts, and often the applicant for the actual system design employs half of those. The desire of the JPO would be to establish 3-5 open ended open delivery contracts with the known firms that could support them, and then pick the qualified following receipt of an application for Pipeline ROW. The selection would be delayed in order that the applicant team has been put in place and the firm selected by the JPO would not have any project conflicts of interest. However, the perception of SPCO management is that the current procurement process prohibits such an arrangement, and the most effective way of performing the review is for the review team to be contracted through the applicant.

The interdepartmental contract costs for the SPCO are high, but there are several factors that contribute. In most cases, the agencies that are contracted out are also the agencies that must provide review and authorization to the grant of right-of-way. These agencies are not traditionally established in a role of providing that authorization based on a review of 3rd Party work. This is to say that if the SPCO wants timely response from the other agencies, they acquiesce to the desires of the agencies to do the work on an in-house basis. Again, a cultural change in how state agencies do their work needs to happen here before significant advances in privatization can occur.

Potential amount to be privatized - $500,000 – above current levels, given recent activity levels in grants of right of way and Alyeska oversight continues.

STATEHOOD DEFENSE AND FACILITIES

John Swanson

Review 3 - Statehood Defense BRU

Component 1: Citizens Advisory Commission on Federal Areas

Budget: $93, 200 per year

Personnel: 0
Goals & Objectives: Citizens forum to provide or facilitate public involvement.
Notes:

Costs cover expenses only, no salaries.
Open basis for accepting input facilitating discussion.

General Opinion

This is a fund used to fund facilitation of public input on federal lands and federal intervention on state's issues. On the surface, it appears a fund to cover a variety of expenses for legislative travel and other pubic interface issues.

It is likely that a significant amount of this could be diverted to an electronic forum (i.e., Web pages, conference calls, etc. to better control monies. An audit of these funds should be performed to know the details of the use of this money.

Potential amount to be Privatized - $0 - but the validity of the fund should be established.

Component 2: RS2477 Navigability Assumptions/Litigation Support
Goal: Assumption of state's rights- navigable & public waters
Budget: $115,000/year

Notes

Litigation Fund. No employees.

General Opinion

This is a fund used to protect state's interests in territorial waters issues, such as fishing boundaries with Canada. It is not used unless these areas are threatened. It generally represents 100% use of outside counsel for these discussions.

Potential amount to be privatized - $0 (it is already 100% outsource, and used only when necessary)

Review 4 - Facilities Maintenance BRU

Component 1: Facilities Maintenance

Budget: $1.1 million

- $1.0mm – Parks
- $100m – others (significant agriculture & forestry)

Revenue Derived: None. Transfer fund only
Statutory Provisions: HB315 – requirements to track per state statues
Personnel: 0
Goals & Objectives: Maintain and comply with HB315
Notes: No employees; All outflow is contracted already

Potential amount to be Privatized - $0 (already at 100%)

Component 2: Fairbanks Building Maintenance
Budget: $103 m

- repair maintenance, janitorial service

All charged back to DOT/PF who maintains building.
All services through DOT are construction.

Potential amount to be Privatized - $0 (already at 100%)

MINING, GEOLOGICAL, AND WATER DEVELOPMENT

Steve Noble

National Society of Professional Engineers

MEMORANDUM

TO: Leo Mark Anthony W.O. D01

FROM: Steven K. Noble, EIT
Secretary/Treasurer
Professional Engineers In Private Practice

DATE: October 14, 1999

SUBJECT: Commission On Privatization
Agency: Department of Natural Resources
BRU: Mining, Geological, and Water Developement

Attached is the analysis we performed using the Department of Natural Resources (DNR) accounts for the Mining, Geological and Water Development Divisions of the DNR. We attempted to perform a cost/benefit analysis for this division but soon determined that we did not have sufficient information to perform this analysis. Our analysis essentially consisted of simplifying the information contained in the accounts into understandable categories. Our intent is to use this information to better identify where DNR is spending and earning their funds. Based on this information we present the following observations and analysis:

- The accounts are extremely unclear as to the source of the revenue or expense. It is difficult to verify the accuracy of our analysis. Many of the accounts are unclear if they are revenue or expenses. The account titles are ambiguous and repetitive. Many times we were unable to determine the category that an expense or revenue would be included since the title was too general.

- We observed that the permit fees, royalties, land leases and other income do not come close to covering the costs of overhead, travel, data processing, and other expenses that DNR incurs issuing the permits. As shown on the attached summaries of the Revenue and Expenditures, there is approximately a 3:1 deficit for fiscal years 1998 and 1999.

- We observed that the items that are included in Overhead constitute approximately half of DNR's expenses and that payment for professional services constitutes only about 1/8 of DNR's expenses. This means that DNR must bill $160 an hour in order to pay the employee $20 per hour and still break even. It is unlikely that any private business could maintain operation at this rate.

We hope that this provides you with the information that you were looking for in this analysis. If you have any questions please give me a call at 562-2000.

Revenue Item	*Fiscal 1998*	*Fiscal 1999*
Accounts Payable	$7,767,415	$5,590,013
Bonds	$209,359	$168,157
Deposits	$135,996	$193,735
Fees	$26,861	$51,553
Land	$165,689	$104,380
Loans	$1,794,754	$1,384,249
Marine	$26	$13,058
Mining	$11,555	$11,039
Oil and Gas	$29,138	$919,971
Other	$133,194	$51,306
TOTAL REVENUE	$10,273,987	$8,487,461

Expenditure Item	*Fiscal 1998*	*Fiscal 1999*
Data Processing	$2,885,908	$1,943,758
Medical Expenses	$17,709	$11,371
Other	$812,254	$1,083,770
Overhead	$13,339,698	$9,007,111
Training	$286,562	$252,051
Travel	$9,518,407	$5,966,162
Professional Services	$4,756,975	$3,189,337
TOTAL EXPENDITURES	$31,617,513	$21,453,560

Revenue Item	*Fiscal 1998*	*Fiscal 1999*
Accounts Payable	$7,767,415	$5,590,013
Bonds	$209,359	$168,157
Timber Bonds	$124,452	$65,602
Material Bonds		$6,125
Mining Bonds		$29,876
Other Bonds	$84,907	$66,554
Deposits	$135,996	$193,735
Materials Deposits	$3,000	$275
Mining Reclamation Deposits	$49,492	$57,360
Plat Deposits	$60	$450
Timber Deposits	$74,510	$131,694
Other Deposits	$8,934	$3,956
Fees	$26,861	$51,553
Data Processing User Fee		$119
Water Rights Adjudication Fees	$800	$450
Application Fees	$3,650	$25,662
Processing Fee	$15,258	$22,113
Campground Fees	$30	
Annual Camping Decals	$435	$725
Cabin Rentals	$430	$190
Special Use Permit	$125	$25
Commercial Use Permits	$2,100	$11
Boat Launch Decal	$25	
Day Use Decals		$50
Annual Labor Fees	$3,700	$1,000
Fish Farm License	$6	$5
Loan Processing Fee		$750
Non-Refundable Fee	$100	
Serv & Return Check	$52	$25
Trapping Cabin Permit	$100	
New Loan Application Fee	$50	$35
Reclamation Bonding Pool		$393
Land	$165,689	$104,380
Farm Development	$1,696	
Land Clearing	$20,000	
Protection of Collateral		$10,201
Land Leases	$587	$587
DNR Escrow Account	$50,940	$41,884
Revenue from Property in Dispute		$2,648
Land Lease/Rental	$2,758	$10,004
Land Sale	$626	$16,155
Survey Instructions	$450	$350
Div Land & Water	$600	$600
Survey & Platting Costs	$100	

Payment on Lands that have contract with FED	$8,144	
Lease of State Property	$350	$1,164
Land Lease Rental	$73,847	$10,698
Short Period Rents		$1,003
Land Sale	$2,251	$6,261
Timber/Stumpage Sale	$3,340	
Misc. Principal Payment		$2,600
Survey Instructions		$225
Loans	$1,794,754	$1,384,249
DNR Loan Commitments	$1,794,754	$1,384,249
Marine	$26	$13,058
Lease of Shore Fisheries	$13	$9
Tideland Leases	$13	$50
Alaska Marine Highway Inventories		$12,999
Mining	$11,555	$11,039
Coal Rental		$4,449
Rental Fee for Mining Coal		$4,449
Mining Claims	$1,540	$20
Material Extraction Revenue	$3	$111
Mining Claims & Lease Revenues	$10,012	$2,010
Oil and Gas	$29,138	$919,971
Oil & Gas Rental	$11,733	$51,044
Oil & Gas Bonus	$2,596	$55,051
Oil Royalty		$150,555
Min. Royalty		$49
Oil & Gas Admin. Interest		$26,558
Oil & Gas Rental	$12,213	$51,045
Revenue from Sale of Oil & Gas Leases	$2,596	$55,051
Oil Royalty		$450,963
Royalty Net Interest		$79,655
Other	$133,194	$51,306
Accounts Receivable	$9	
Prepaid Expenses		$5,073
Short Term	$101	$100
Chattel	$6	$435
Unearned Income	$162	
Bid Payment Interest	$18	
Suspense Account	$98,198	$474
Capital Improvement Project	$2,821	

Document Handling		$222
Renewal	$150	$100
Rental Payment	$16,798	$7,163
Fed Proj Nat Resource	$359	
Miscellaneous Receipts		$3,074
Hw Fed Share Recover	$12,698	
Leases prior to 6/28/81		$147
Bid Payment Interest	$18	
Prior Year Reimbursement	$1,577	-$12,604
Recovery		
Sale of Publications	$10	
Misc. Revenue	$269	$47,122
TOTAL REVENUE	$10,273,987	$8,487,461

Expenditure Item	*Fiscal 1998*	*Fiscal 1999*
Data Processing	$2,885,908	$1,943,758
Data Processing Services	$11,063	$479
DP Analysis & Prog		$935
Oth DP Svcs	$18,405	$2,982
DP Services	$6,549	$573
Data Communications	$2,210	$5,471
Data Lines	$6,516	$6,211
Data Connectors	$284	
Data Comm FC	$189	$1,462
Word Proc Maint	$70	
DP Equip Maint	$7,400	$30,693
Communications	$4,043	$84
DP Equip Repair	$1,726	$1,092
Peripherals	$3,348	$3,304
Network	$3,995	$5,499
Micro/Mini Computers	$18,985	$20,341
DP Equipment Rental	$5,403	$1,696
Peripherals	$350	
Micro/Mini Computers	$6,436	$28
Other Rentals/Leases	$125,758	$23,475
Software Maint	$87,926	$81,157
Computer Commodities	$46,314	$28,619
DP Proc Supplies	$143,085	$38,491
Computer Software	$13,649	$91,114
Tape Supplies	$108	$61
Printer/Paper	$26,318	$15,132
Technical Library	$3,530	$2,979
Micro supplies	$168,415	$267,196
Software Non-Capital	$89,618	$175,962
Oth Operating Suppls	$1,639,009	$610,889
Computer Terminal	$69,369	$121,724
Mini/Micro Comp Syst	$223,266	$203,839
Electronic Equipment	$3,344	$11,071
DP Equipment	$61,574	$42,361
Peripherals	$37,113	$117,377
Environmental Support		$2,100
Network	$39,527	$11,235
Word Proc Equip	$11,013	$18,126
Medical Expenses	$17,709	$11,371
Med/Dent/Hosp Svcs	$524	$285
Fee for service for Medical Specialists	$1,550	$906

Security Guard costs associated with Hospitalization	$3,768	
Fees for Lab Tests not associated with Hospitalization	$11,867	$10,173
Contracts for Psychological Services		$7
Other	$812,254	$1,083,770
Conservation/Environment	$3,926	$6,069
Materials Testing	$10,691	$13,205
Care of State Prisoners under contracts with other states	$108	$108
Grand Jury		$234
Miscellaneous Law Case Costs	$1,647	
Longshoreing		$195
C/A Allocations/Svcs	$575	
Apprsal Non-State Asset	$10,211	$16,954
Survey Non-State Asset	$75,107	$4,550
Reimbursable Service Agreements	$364,420	$444,739
C/A Allocations/Supplies	$177	
GF-U AK ADV Clearing	$20,000	
Other Grants & Awards	$12,341	$10,000
Governmental Units	$203,016	$97,147
Other Agencies & Non-Profit	$110,035	$490,569
Overhead	$13,339,698	$9,007,111
State Property Maintenance	$12,246	$8,777
Unemployment Insurance	$1,110	
Contract Microfiche	$2,790	$2,011
Security Systems	$10,024	$2,236
Subscriptions	$5,215	$7,688
Advertising	$147,217	$109,608
Hospitality	$699	$136
Printing & Binding	$114,705	$194,992
Print & Bind Forms	$8,961	$11,101
Subscriptions	$33,781	$42,042
Info Svcs	$2,465	$10,859
Photo Processing	$32,674	$86,020
Ballots	$392	
Election Notices/Posters	$319	$737
Booklets	$4,737	$662
Photo Reproduction	$7,305	$18,823
Microfiching	$17,221	$14,271
Typesetting	$1,472	$1,225
Graphic Art Services	$38,251	$59,152
Copy Charges	$31,699	$39,759
Printing & Publication Costs		$25
Centrl Dup/Quik Copy	$87	$691
Office Furniture	$4,109	$7,414

APA Office Furniture	$361	
APA Office Equipment	$2,332	$912
Buildings	$6,751	$17,704
Shop/Plant/Industrial	$5,150	
Snow Removal	$11,179	$6,555
Repairs/Upkeep Space Expense	$58,804	$6,330
Bldg Repairs/ Maintenance	$20,571	$10,905
Lawn Care	$963	$1,342
Boiler Treatment	$350	$207
Struct - Not Bldgs	$5,783	$2,777
Main Non-Bldg Strcs	$1,660	$22,281
Mach/Equip Repr/Main	$159,435	$196,474
Copier Maint	$73,986	$64,030
Office Equipment	$7,716	$12,365
Janitorial	$15,472	$22,239
Land		$40
Buildings	$275	$160
Rent/Lease	$21,845	$17,408
Space Expense	$13,826	$10,498
Room Rental	$331,378	$161,773
Janitorial	$22,703	$20,096
Storage	$11,375	$10,617
Machinery & Equipment	$732,617	$857,883
Office Equipment	$6,640	$1,518
Copier Rental	$31,667	$71,958
Leased/Rented Survey Equipment	$2,004	$2,167
Snow Machine	$555	$7,575
Loan Servicing Expense	$150	$896
Investment Maintenance Costs	$380,123	$104,847
Laundry	$22,129	$8,373
Conference Registration	$57,640	$52,180
Membership Dues/Fees	$31,276	$62,260
Loans Receivable Collection Fees		$50
Conference Registration	$1,190	$2,514
Foreign Fees/Taxes	$628	$419
Losses Paid by Risk Management	$42,454	$1,360
Grievance Resolution Payments	$7,382	
Penalties and Fines	$430	$9,983
Interest Expense Account	$510	$985
Discount Taken of Expenditures	$161	-$594
Office/Library Supply	$14,961	$18,557
Stationary & Supplies	$15,001	$9,620
Photographic Supplies	$19,316	$19,203
Duplicating Services	$47,737	$34,572
Office Equipment	$81,081	$50,877

Office Furniture	$25,154	$35,575
Purchasing Card Purchases	$2,042	$1,066
Office Supplies	$275,059	$262,088
Library Supplies	$13,744	$16,982
Graphic Art Supplies	$30,661	$8,138
State Forms Costs	$2,578	$1,603
Agricultural Supplies	$5,252	$23,293
Fertilizer/Insectic	$5,489	$7,143
Landscaping Supplies	$13,033	$30,597
Plants/Seeds	$92,526	$86,264
Quarterly Grocery Orders	$6,620	
Dairy		$916
Produce		$1,859
Bakery	$216	$299
Meat		$731
Seafood	$119	
Other Food	$196,838	$50,638
Household/Institutnl	$15,724	$9,381
Food Supplies	$148,447	$117,218
Clothing Personal	$54,933	$16,015
Tableware/Glassware	$828	$313
Blankets & Bedware	$435	$127
Janitorial	$15,463	$15,576
Soap/Paper Products	$6,283	$11,945
Personal Protect	$15,896	$8,184
Trash Cans	$48	$45
Non-Food Kitchen Supplies	$3,643	$1,756
Scientific Supplies	$3,329	$834
Drugs & Chemicals	$834	$3,343
Sml Instruments & App	$9,180	$5,079
Laboratory Supplies	$2,521	$5,300
Prof/Scient Supl	$880	$4,890
Ammunition	$5,647	$5,189
Athletic/Recreationl	$6,354	$10,438
Safety Supplies	$23,250	$17,287
First Aid Supplies	$11,914	$6,268
Uniforms	$25,644	$24,892
Audio/Visual Supplies	$25,644	$24,892
Law Enforcement Supplies	$7,364	$5,197
Search Rescue Supplies	$3,174	$2,141
Election Supplies	$185	
Electronic Supplies	$17,278	$16,365
Fire Retardent	$65,494	$94,253

Firehose	$837	$2,608
Tanks Fire Engine	$4,709	$352
Legal Case Project Supplies	$16,669	$19,713
Structural Supplies	$92,846	$52,875
Masonry Materials	$92,846	$52,875
Lumber	$119,277	$73,423
Signs Markers	$31,502	$49,337
Asphalt RD oil Filler	$939	
Aggregate	$11,277	$5,499
Plumbing & Electrical	$5,421	$10,986
Mechanical	$5,301	$19,169
Culverts	$5,170	$2,544
Electrical Repair	$23,331	$11,011
Plumbing Repair	$7,652	$12,278
Other Repair	$135,611	$92,627
Nuts Bolts	$119,940	$97,731
Metal Stock	$5,098	$3,616
Bench Stock	$984	$31
Paint	$13,123	$13,350
Non-Vehicle Parts & Supplies	$121,710	$55,846
Non-Vehicle Additives	$480	$127
Non-Vehicle Lube Oil Grease	$763	$813
Sand	$4,409	$6,997
Chemicals for Snow/Ice Removal	$57	$157
Sm Tools	$91,065	$152,119
Land	$3,165,100	$320,000
Title Search	$3,188	
Buildings	$50,412	$53,277
Lab & Testing	$624	
Materials & Supplies	$64,165	$1,345
Construction/Improvements	$13,037	$87,864
Contstruction/Improvem't	$2,113,740	$2,556,227
Lab & Testing	$500	$2,322
Materials & Supplies	$7,715	$6,616
Relocation Costs	$192	
Construction/Maint	$3,830	
Duplicating Services	$73,444	$140,486
Laboratory Supplies		$10,994
Shop/Plant/Industrial	$18,783	$95,274
Industrial Shop	$130,955	$35,792
Janitorial	$165	
Agricultural Supplies	$9,801	$40,348

Power Tools	$5,511	$2,848
Special Equipment	$27,073	$71,998
Law Enforcement	$664	
Voting Equip	$1,250	
Ballot Counting	$2,451	
Search Rescue Supplies	$702	
Camping Equip	$13,125	$3,145
Kitchen Equip	$4,936	
Household	$915	$1,999
Furniture	$38,895	$3,852
Office Equipment	$15,530	$95,833
Senior Citizen Rental Property	$643	
Administration		$3,600
Professional Societies		$1,000
Telephones		
Telephone	$10,544	$11,963
Toll Costs	$173,596	$138,596
Basic Telephone Service	$135,994	$126,089
Basic Costs	$264	
Installation Costs	$3,994	$1,452
Toll Costs	$2,875	$10,229
Cellular Phone Charges	$60,921	$50,151
Telephone Service Request	$937	$711
Dedicated Line Cost	$411	$2,355
Telegraph & Teletype	$2	
Telecopier	$6,583	$6,975
Radio & Electronic	$251,674	$20,486
Lease/Rent Fix Cost	$2,029	$17,579
Teleconference Charges	$6,388	$6,082
Dial Up	$1,242	$367
Radio & Electronic	$1,091	$1,562
Phone Network Rpr/Mt	$375	$3,692
Communicative Equip	$33,764	$30,986
Communication	$7,798	$80
Utilities		
Natural Gas/Propane	$44,254	$44,045
Heat Oil/ Fuel	$46,987	$36,523
Electricity	$151,653	$151,785
Utilities	$2,336	$62
Utilities Space Exp	$50	
Water & Sewage	$84,148	$73,646

Waste Disposal	$1,225,519	$106,976
Waste Disposal Federal Refuse Service		$25
Rent-A-Can	$10,076	$8,622
Fuel Nonvehicular	$762	$387
Postage/Shipping		
Postage	$170,261	$163,556
Postage Meter	$31,062	$38,512
Mail Box Rental	$649	$452
Frght & Express Chrg	$266,486	$191,621
Messenger Service	$447	$958
Courier	$40,741	$33,756
Postage & Mailing Services	$653	$1,661
Training	$286,562	$252,051
Training	$34,066	$24,298
Training	$32,372	$35,099
Boards, Comm, Leg		$236
Training	$46,932	$37,549
Training	$28,613	$34,543
Contract of Educational Services	$3,615	$2,850
Contract Educational Services	$1,136	
Fee for Participation in Educational Programs or Courses	$23,712	$1,120
Training Consult Svcs	$8,334	$18,839
Contracted Training	$1,141	$9,139
Test Monitor/Reviewers	$1,072	$10,978
Employee Tuition Fee	$65,093	$49,479
Educational/Training	$40,446	$27,921
Misc Training	$30	
Travel	$9,518,407	$5,966,162
Transportation		
Instate	$170,839	$114,118
Outside	$44,258	$75,701
Employee Mileage Reimbursement	$15,349	$19,347
Inspectn/Observation Travel	$51,525	$46,092
Car Rental	$7,055	$20,702
Aircraft Charter	$34,291	$30,650
Admin Travel	$21,363	$12,201
Instate	$192,182	$155,084
Outside	$33,881	$33,385
Employee Mileage Reimbursement	$16,343	$15,254
Car Rental	$6,212	$6,404

Aircraft Charter	$502	$135
Instate	$63,584	$68,754
Outside	$51,926	$45,044
Car Rental	$7,842	$8,531
Instate	$13,541	$13,550
Non-Employee Milage above allowed	$26	$63
Non-Employee Milage	$6,117	$7,864
Instate	$12,761	$17,965
Outside	$25,756	$19,815
Non-Employee Travel	$22,017	$12,871
Field Travel	$17	$7
Convent'ns & meets		$295
Trans & Stor Household Goods	$497	$1,000
Employee Expenses for Move	$1,358	$182
Household Goods	$12,683	
Auto Equipment - Vendor	$416	$1,942
Aircraft	$17,122	$21,709
Marine Vessels	$3,585	$1,032
Vehicles	$2,760	$3,840
Watercraft Charters	$14,012	$10,298
Aircraft Charter	$2,461,348	$1,694,628
Vendor Vehicle Rental	$265	$13,715
APA Transprot Equip	$219	
APA Services		$2,400
Field Equipment	$20,963	$18,165
Helicopter Charter	$4,614,155	$2,524,451
Marine Supplies	$30,992	$10,906
Marine Fuel	$15,399	$8,808
Marine Lube	$1,633	$108
Marine Overhaul Parts	$4,781	$2,864
Fuel For Aircraft	$363,702	$103,749
Fuel for Helicopters	$477,542	$196,334
Bottled Gas	$4,790	$4,177
Parts & Supplies	$28,199	$15,589
Brake Fluid	$1,465	$910
Gasoline Supply	$8,742	$1,880
Vehicles & Transportation Equip	$3,302	$11,936
Aircraft	$974	$17,339
Boats & Marine	$24,057	$1,729
Off Hwy Vehicles	$24,263	$6,275
Trucks	$2,112	
Automotive NCE	$1,055	

Painting	$2,480	$1,597
Refurbishments		$1,395
State Equipment Fleet		
SEF Fuel	$164	$515
Gasoline	$32,860	$17,005
Operating Cost	$470	$569
Services/Parts	$320	$78
Lube/Oil/Grease	$2,067	$1,062
Parts/Supplies	$23,223	$20,751
Foreign Office Transportation	$649	
SEF Fixed Costs	$60	
Accident/Damage	$417	$717
Used Petroleum Products Handling	$50	$175
Diesel Fuel	$25,181	$6,851
Lube/Oil/Grease	$14,757	$3,221
Gas Tax	$41	
Per Diem		
Instate	$190,180	$161,881
Outside	$2,155	$83,651
Inspectn/Observation	$33,962	$31,756
Instate	$108,114	$90,090
Outside	$26,850	$25,513
Instate	$40,081	$39,853
Outside	$47,123	$.5,851
Instate	$12,982	$11,902
Outside	$1,016	

Per Diem	$12,154	$6,410
Volunteer Meal Allowance	$114	
Employee Meal Expen. for Move	$1,159	$148
Employee Expenses for Househunting		$132
Employee Expenses for Househunting		$168
Employee Temporary Quarters		$15,073
Professional Services	$4,756,975	$3,189,337

Managmnt/Consit Svcs	$11,249	$6,159
Enginr & Archit Svcs	$22,512	$3,181
Special Legal		$3,106
Legal Services	$89	
Public Safety Related Prof. Services	$400	
Other Professional Services	$4,722,725	$3,176,891
TOTAL EXPENDITURES	$31,617,513	$21,453,560

AGRICULTURAL REVOLVING LOAN PROGRAM

Rob Reiman & Ron Anderson

October 17, 1999

To: Leo Mark Anthony – Chairman, Privatization Subcommittee

From: Ron Anderson

Subject: Alaska Agricultural Revolving Loan Fund

The March 1998 Audit Report by Pat Davidson of the Agricultural Revolving Loan Fund in a few pages very clearly stated the history and present activity of the ARLF. Well-defined recommendations for improvement were listed. A letter of response from Mr. John T. Shively to each of the suggested changes was included at the end of the report. For a government document this is an unusually brief and to the point report and is a must read for any one attempting to modify, solidify or transfer the responsibilities of ARLF.

As viewed from privatization eyes the following facts and observation stand out:

1. Many if not most of the projects funded fell short of goals or failed in the period up to the late 1980's.

2. The success in increased growth of lettuce, carrot and potato production may well have occurred without ARLF.

3. The large effort to increase our miniscule barley production in a world afloat with surplus grain may not be the wisest use of State resources.

4. The ARLF principal is down to about $5 million with expenditures in excess of $750,000 yearly.

5. To continue many more years a large infusion of funds from the State will be required.

6. Many functions in the division of Agriculture is being partly funded from ARLF thereby masking the expense to the State for the services provided.

7. The collection on past bad loans and court judgements has been almost non-existent.

8. Much of the foreclosed land is rapidly loosing value because growth of vegetation.

9. There are other government agencies lending to agriculture in Alaska. ARLF is not the only source of help. They include:

   a. The Consolidated Farm Services Agency of the U.S. Dept. of Agriculture.
   b. The Alaska Rural Rehabilitation Corporation.
   c. The Farm Credit Services – a U.S. government program.
   d. The Commercial Fishing and Agriculture Bank – State of Alaska

Suggestion for privatization :

1. Contract with a state-wide Alaskan bank to manage the five million dollar principal and outstanding loan portfolio.

2. The bank; would share in profits generated by both old and new loans.

3. Programs now being paid from ARLF would be budgeted out of the general funds making the real costs to State more transparent.

4. The State Attorney General's office would contract out to collection agencies the recouping of funds due from bad loans and judgements.

5. Improved land now held be auctioned off immediately before it deteriorates further and to reduce cost of managing.

6. ARLF to be dismembered.

PARKS AND RECREATION

Hugh Ashlock

Overview:

The reasons to privatize the Alaska State Parks System are many: increased revenue to the State, increased services to the public, and a solution to the State Parks maintenance backlog.

After reviewing the State Parks budget and meeting with numerous State Park administration including director Jim Stratton I have found several areas that would benefit and have made the following recommendations concerning the privatization of Alaska State Parks.

(1) REVENUE FROM FEES COLLECTED

In looking at the State Park campground revenue collected in the FY98 budget from 7-1-97 thru 6-30-98 a total of $510,000 in camping fees were collected on site with an additional $287,200 collected for the State Parks camping pass.

A common calculation is used often by my firm and among other concessionaires who belong to the National Forest Recreational Assoc. to project income with a given number of camgrounds/campsites (c) multiplied by price (p) length of season (s) and 50% occupancy (C x P x S x 1/2). This calculation has proven to be within 4-5% accurate and used most recently with the U.S. Chugach National Forest campground bid.

Using this calculaton with road acceessable campgrounds only (Chugach Area, Kenai Area, Mat-Su/Cpr Basin, Northern Area with a total of $456,300 in fees collected by State Parks) and a 100 day season we estimate that the annual campground fees sould be $1,223,000 a 62.5% increase over what is currently collected in these campgrounds.

Why the difference in revenue? The answer primarly lies in the **sale of the Annual State Park Pass** many of which are used by commercial RV rental firms with large inventories of RVs that primarly use State Park campgrounds because they are free to the customer with the pass. We have no way of telling the frequency of the use because State Parks has never tracked the actual use. State Parks also cannot give you the figures for use of their specific campgrounds because they don't keep track of these figures either. The U.S. Forest Service and U.S. Fish and Wildlife Service on the other hand do keep comprehensive use reports.

Additionally as privatized campgrounds run by concessionaires an emphasis is put on fee collection by our campground hosts who make evening rounds and collect nearly 100% of the fees. We find that if campgound is left unhosted for any period of time that revenues drop as much as 25%.

With Alaska State Parks telling us that they are planing to phase out the non-resident State Park Pass for for the 2000 season, the gradual total phase out of the pass to commercial users is recommended in order to boost revenue based upon actual use by the public. In some facilities such as the Eagle River Campground State Parks believes that 50% of the campers use the pass. If this figure is representative of the use it is **not financially reasonable for any private concessionaire to absorb this.** If the total phase out of the pass turns out to be a political impossibility then selected campgrounds that are privatized should be exempt from the pass.

REVENUE CONCLUSION:

If State Park were to phase out the campground pass it could increase revenues by an estimated 40-60% and attract professional campground concessionaires thereby increasing revenue yet again by implimentation of a host based fee collection system with vital use reports to guide the State further as to use and needs of camping facilities.

(2) INCREASED SERVICE TO THE PUBLIC

By privitizing State Parks campground services to the public can be dramatically increased with the following customer support services. (1) benefiting Alaska residents by implimenting a reservation system, (2) saleried campground hosts with regimented campground management systems, (3) improved facility maintenence/cleanliness (4) nature interperatives.

Reservation System

Alaskan residents are under a huge disadvantage in using the State Park campgrounds versus tourists RV'ers from the lower 48. Most Alaskans must work 5 days a week and can only camp on the weekends when many campgrounds have no vacancy, while the tourist RV'ers (many of whom are retirees) can enter the campgrounds on a Tuesday or Wednesday and stay through the weekend thus denying an Alaskan resident use of the facilities. While a reservation system can be implimented regardless of privitization, it can be implimented in the field much more efficently by a private firm, also the process of contracting the reservations and the flexability need in setting up and implimenting the system can be more efficently operated.

Campground Management Systems

Alaska State Parks rely greatly on volunteers, while helpful many of the necessary service functions are better performed by paid campground hosts upon whom more responsibilities can be borne. When a saleried host is put into a structured management system many services for the public are performed to high levels. Examples of these include immaculately clean toilets, giving out local attraction information, performing search and rescue duties as perscribed in a masteroperations plan, minor maintenence in the campgrounds, cleaning and maintence of trailheads and other non revenue facilities, etc. All of these duties can be expected out of a salaried host and is coordinated through the central management office through district field managers.

Customer Service:

Privitizing means more employees in the field. More employees means increased customer contact, cleaner campgrounds and cleaner toilets! Also increased fee compliance, lower occurances of vandalism and more general maintenance performed.

First Response Services:

As part of the privitization of State Parks facilities it should be stipuolated that the operator provide basic first respnce services. With the law enforcement stretched in rural areas having an operator with great field presence is important to the public, whether it is searching for a lost child or helping with fire prevention.

(3) HELPING DEFERRED MAINTENANCE

The Alaska State Parks system has over 29 million dollars in defered maintenance state wide, **6.45 million** of which is in the aforementioned road accessable campgrounds. Over the length of a contract many of the campground maintenance backlogs can be made fee offset projects to be performed by the private concessionaire.

Examples of projects currently being done nationwide by U.S. Forest concessionaires include; picnic table/shelter rehabilitation, bumper pad replacement, toilet upgrading and painting, signage replacement, fence rehabilitation, water system certification and repair, boat ramp and dock upgrades, trail clearing, brushing and upgrades, ADA upgrades and general infrastructure repair.

While many of these are projects are performed by field managers and maintenance crews some projects can be performed by saleried campground hosts, (ie painting, etc.) who are on site and can perform these duties as part of their daily duties. In short what may be a costly project for the State of Alaska can be performed very economically by the concessionaire. A copy of the "1998 State Parks Deferred Maintenance Needs" is attached with this report.

Changes that need to be made to impliment privitization:

With Alaska State Parks revenue going directly into the general fund there is little incentive for the Parks staff to move in the direction of privitization, however as the State ability to fund goes down State Parks and the Legislature need to be proactive in their solutions.

Notwithstanding the handful of campgrounds that State Parks has put out, it is nessessary to "bundle" the campgrounds together. This is in order to put out the financial winners along with the losers, an example of this is bundling the Valdez region (not alot of revenue) along with the Kenai region campgrounds (high revenue) this prevents "cherry picking" by both the State and the concessionaire.

AGRICULTURAL DEVELOPMENT

Ron Anderson

August 29, 1999

To: Leo Mark Anthony – Chairperson of Subcommittee

From: Ron Anderson – Committee Member

Subject: Impressions of Agriculture Budget

After reading the BRU for the Agriculture Division of the Department of Natural Resources for the State of Alaska, meeting for some time with Mr. Robert Gorman of the USDA Extension Service in Alaska, going over my questions concerning the Governor's 2000 budget for the Division with Robert Wells, the director of the Agriculture Division, I submit the following facts and impressions:

1. The activities of the Division are numerous and many of these are legislated duties seen by past governors and legislatures as important services to the citizens of the State.

2. A partial list of services include development of plants for this northern climate not only for agriculture but for law required conservation practices, inspection of agricultural products produced in the state to prevent disease in crops and animals and protect the consuming public, promote and enforce conservation practices, select and provide for agricultural lands to go into private ownership or lease status for increased self-reliance of the State, regulate and control potentially harmful plants and products, promote consumption of our State's produce, write rules for carrying out legislative intent, etc. The list is much longer.

3. To carry out these extensive services in this huge state the division employs only 19 employees.

4. The startling fact is that many of these positions are bringing in much more actual cash to the State than they cost.

5. Income is produced by the Division through inspections, conservation projects with private and federal parties, federal funds received to carry out federally required service, etc.

6. It appears that less that $300.000 comes from the General Fund of the State for all the benefits provided by the Division. That is approximately .0001 of the budgeted General Fund. That is one penny out of each $100 spent in the budget.

7. I am philosophically slanted toward privatizing and making government as small as wisdom permits. However I can not visualize how privatizing would save the citizens of the State money or begin to give the level of service now enjoyed with so small work force. It would most likely require at least 19 state employees to write regulation, contracts, and inspect work of the private contractors.

8. The Division of Agriculture is not a productive place to look for budget cutting or privatizing.

9. I did not look into the State Land Loan program except to note it had large losses in the past put is now producing sizeable interest income.

STATEWIDE FIRE SUPPRESSION

Eric Tasker

Privatization Report On Statewide Fire Suppression

I looked at the Fire Suppression Organization's operations, costs, and interrogated some of the upper levels of management from the perspective of potential opportunities for privatization.

What I found was a pleasant surprise:

- The fire suppression section is very well organized. Their priorities are in rational order, they including controlling costs, such as deciding which fires to suppress and which to let burn for example.

- Common sense and good judgment are often present. An example: organizing 72 fire fighting crews in rural villages.

- The organizational management looks good.

- There is intergovernmental and interagency cooperation across boundaries and jurisdictions during fire suppression efforts. A real achievement!

- There is cross agency billing for fire suppression in areas of federal responsibly. (There is a net cash flow to the state of three or four million dollars more support for the Tanana Hotshot fire fighting crew. (A private venture). Perhaps encourage another team to form.

- The state's fire suppression costs are one quarter of the cost of the federal fire suppression costs of equivalent fires.

The Fire Suppression budgeting theme is exemplary for a state agency. Most of their mission costs are seasonal and short term. They hire and terminate as needed. They budget for the off-season low-staff and maintenance level. The Fire Suppression management asks for and receives supplementary funds for their high seasonal firefighting costs. In other words they hire, terminate and receive funds for actual work accomplished, unlike many other agencies.

Other state agencies seek maximum budgets every year and hire and keep as many people as they can, even if there is no need, and always spend their whole budget, even if it means stupidly wasting money.

I found few, if any opportunities for privatization, since most of their high-cost activity is already contracted out during the fire season.

For example: Aircraft, a highly-visible, high-cost item. I found that 97% of the aircraft that are used for Fire Suppression are contracted out. The agency itself only has one aircraft which it operates and maintains.

Also, the Fire Suppression crews are hired under short-term seasonal contracts.

Privatization to a large degree, has already been accomplished.

Some recommendations:

- More extensive use of the internet. There is moderate use of the Internet. For instance, the status of fires is posted and continuously updated on the Internet. So all concerned can be timely informed. This would be very useful and efficient. There are many other examples of Internet use that are very useful to everyone who wants the information.

- More support for the Tanana Hotshot fire fighting crew. (A private venture). Perhaps encourage another team to form.

I advocate that ALL the state agencies activity be digitized and available on the Internet, at no cost to anyone who wants to look at it, so that everything they do is totally and completely transtparent.

I want this same internet theme applied to all state agencies and government, including the governor and the legislators. The biggest beneficiary of total transparency would be the government and its agencies. Government secrecy is subversive to a democratic society. Withholding information or preventing easy convent access or charging fees is the equivalent.

Overall, I was favorably impressed. I found the Forest Division management cooperative, informative and sensible.

Eric Tasker

Following attachments for Statewide Fire Suppression Report unavailable electronically. Please see hard copies in the archives. Thank You

DNR RECOMMENDATIONS

Deputy Comm. Marty Rutherford

MEMORANDUM
Department of Natural Resources

State of Alaska
Office of the Commissioner

TO: Commission on Privatization

DATE: December 1, 1999

FILE NO:

TELEPHONE NO: 269-8431

FROM: Marty Rutherford
Deputy Commissioner

SUBJECT: Report of Subcommittee on Privatization of DNR

Attached is the Department of Natural Resources (DNR) response to the Privatization Report on DNR. The format of this document is similar to that provided to the full Commission on Privatization from the DNR Subcommittee, in that it is divided into division/section responses to the division/section reports.

The attachments speak to the details of the comments and recommendations. However, there is one item I would like to note in this cover memo. Throughout the DNR Subcommittee Report are various budget detail. Some of that detail is an accurate reflection of what is in the FY2000 budget, which runs from July 1, 1999 through June 30, 2000, and some of it is not. Recognizing that the budget documents are difficult to use I strongly recommended to the DNR Subcommittee that they work closely with DNR's division managers to understand the documents they were being asked to analyze by their subcommittee chair. When that close coordination did not occur, the Subcommittee Report occasionally reflects detail which is inaccurate and misleading. For that reason I would like to work closely with your staff as you develop your final Commission Report so that I might identify and clarify budget confusions.

Finally, I would like to apologize that I was not available at your initial meeting on November 18th to review the DNR Subcommittee Report. Because our subcommittee chair was out of the country I was unaware that the full Commission was reviewing the DNR Report until the evening of November 17th and at that time I was traveling to Fairbanks and Juneau.

I look forward to working with you and your staff as you prepare your final recommendations.

Attachments

RESPONSE TO PRIVATIZATION REPORT ON RECORDER'S OFFICE

Sadly, the privatization report pertaining to the Recorder's Office is fraught with inaccuracies, incomplete information and adverse personal opinions by the disgruntled former contractor who prepared and presented the report. It is important to state that the preparer of the privatization report did not contact any Recorder's Office manager or other DNR official to confirm statements in the report nor to discuss the proposed recommendations. DNR is hopeful that the legislature and the public will be able to see through the biased nature of this report and recognize the true value of the services provided by the Recorder's Office/UCC component.

The Recorder's Office component is fully funded by program receipts and routinely generates more than $1 million in excess of its requisite operating funding annually. In FY99 this excess approached $2.5 million. It is hard to understand why the state would even consider privatizing a money-making program such as this when the state is in such dire need of revenues.

Implementation of the internal indexing system has been beneficial for both the Recorder's Office staff and for the public. The new system offers many new tools and efficiencies that were not available on the prior system operated by a private contractor. Further, the component has the ability to seek continual improvements in the system as needed and can get timely responses to such requests, something that it was unable to achieve while the system was operated by a private contractor under a no cost agreement.

The "History" section of the report seems irrelevant to the issue of privatization. What it does convey is the immense conflict of interest represented by a private vendor who wants to recover the operation of a system for his own purposes. The sole source agreement with Motznik Computer Services expired in June 1996, when the contractor failed to meet the conditions previously agreed to for extension of the agreement. In April 1997, the contractor stated that the processing would not be provided beyond July 1, 1997, unless the state began paying for the service and substantially changed its data entry procedures. Soon thereafter, the House Labor and Commerce Committee instructed the department to resume negotiations with that vendor, and a one-year extension was reached. At about the same time, the Legislature appropriated $50.0 for the in-house Recorder's Office indexing system in SLA97, CH100, Sec. 82, P54, line 22. When the agreement with MCS again expired in 1998, DNR was ready to transition to the new system that the legislature had authorized the previous year.

The transition to the new system occurred in January 1999. For the first time in a very long time, our employees felt they were in control of their daily work. They do not have to worry about losing a lengthy document that took many hours to input (a frequent occurrence under the old system), as the new system enables them to save their work in progress. The many operational and data entry efficiencies offered by the new system have enabled staff to keep pace with the daily work and to minimize the incessant backlogs incurred under the prior system. Further, the new system enables the public to

get the information much sooner than before, and corrections to data show up immediately (rather than up to six months later as under the prior system).

One of our frequent customers had this to say about the new system: "The state's new system is superior to Motznik's slow and expensive system ($1.25 per minute) because data can now be searched by recording district, document type and date. These features alone save me about 95% of the time I would normally spend searching the Motznik system."

RESPONSE TO RECOMMENDATION 1

The FY00 CIP request for Y2K funding was submitted in good faith on the best available information at the time. DOA expressed Y2K issues for the SNA network and told agencies they needed to migrate to the Wide Area Network (WAN). Increased costs would occur for agencies that chose not to migrate. Later, however, DOA clarified that there was no Y2K issue driving the SNA to WAN conversion. DNR withdrew its request as soon as it received the updated information.

The Recorder's Office received Revised Program funding for two front-line staff at the height of the refinance activity in FY94. When the high volumes tapered off in the years following FY94, they remained well above volumes in the early 1990's when staffing levels were higher. There was no excess staffing, but rather a continued need to address the incoming workload under an indexing system that was cumbersome and difficult to use.

Recording offices process and film much documentation that is never reported in the page count statistics for recorded documents (i.e. plat attachments, UCC attachments, etc.) The fact is that the component filmed and processed more than 560,000 pages in FY99. Less than 380,000 pages were filmed in FY94.

RESPONSE TO RECOMMENDATION 2

The informational letters distributed by the State Recorder were designed to inform the user groups about potential adverse impacts of budget reductions. Our managers believe they have an obligation to keep the public informed of possible impacts. There would be overwhelming negative response from the public if offices were closed or otherwise impacted and the public was not informed.

RESPONSE TO RECOMMENDATION 3

The report states that the processing was provided for 12 years "at no cost to the state". Because the contractor was not compensated by the state, the system was not maintained with current technology and did not meet the needs of the public. You get what you pay for! The state did seek other vendors who would be interested in providing the system at no cost. Responses indicated this would only be possible if the state would provide them with an exclusive license to market the data or meet other unreasonable requirements.

We suggest our customers be asked the question whether the system is serving their needs. The current system is meeting our internal and customer needs far better than the prior system did.

RESPONSE TO RECOMMENDATION 4

Contracting out the entire recorder's office process is an unrealistic suggestion. The state would be relinquishing a revenue-generating program at a time when revenues are critical to state operation. Further, the original historic records of Alaska should never be placed into private hands. The registry process is rightly a governmental role and the government should not abandon this responsibility. The suggestion that a title company could perform this role would result in a massive conflict of interest issue.

RESPONSE TO RECOMMENDATION 5

In order to protect the integrity of the original permanent record, the archival film should never be used for duplicating. The component contracts out for film services it does not have the capability of providing. Fiche duplication is an in-house service that has been provided by the component for many years.

RESPONSE TO RECOMMENDATION 6

Document policing is not a role that should be played by recording staff. In fact, AS 40.17.035 mandates that recorders "may not consider whether the contents of a document are legally sufficient to achieve the purpose of the document." The responsibility to prepare documents correctly is on the party preparing those documents, not on the recording staff. Recording staff examine documents for compliance with minimum acceptance criteria only. Legal descriptions are not required on documents, but are indexed if they are present.

Benefits of New DNR System	Problems with Motznik System
Y2K compliant	Was not Y2K compliant
Significantly Faster Response Time	Slow Response Time
Indexing of documents kept current	Routine Backlog of Data Entry
99% or better system availability	Frequent down time
Unlimited Indexing Capability	No capacity for indexing large documents (>999 lines)
Corrections applied immediately.	Long Delays in applying corrections to documents, up to 6 months
Ability to save partially indexed document	No ability to save partially indexed document
No loss of long documents.	Common to lose lengthy documents before completed, work is lost
Ability to share work on large document, supports simultaneous data entry per specific rules	Large documents entered under temp id, programmer work to merge pieces.
Ability to view verified and unverified	Customers could not see unverified documents
No delay in viewing, view after entered	Overnight delay to view verified documents
No loss of documents	Some documents dropped or lost
Automatic Line Sequencing	Manual typing of line numbers
Abbreviations expanded to full name	Required extensive knowledge of abbreviations
Efficient data entry software and procedures	Data entry was labor intensive
Expanded customer options for searching at district level.	Limited search ability at the district level
- Search by district	- Not available
- Search by date	- Not available
- Search by document type	- Not available
- Search by book and page	- Not available
- Search by plat number statewide	- Not available

ERIK HANSEN
Geologist / Land Status Specialist
P.O. Box 97 • Ester, Alaska 99725 • Phone (907) 479-2195

March 16, 1999

Commissioner John Shively
Department of Natural Resources,
Juneau, AK 99801

NEW COMPUTERIZED RECORDER/UCC INDEX SYSTEM.

I have been in the Alaskan mining industry for almost 30 years as a geologist and land man, and I have spent thousands of hours researching mining documents at the State's recorder's offices.

I am writing this letter primarily to express my appreciation for the new computerized index system now available to the public at a number of state offices. This system was created by the Department of Natural Resources and implemented on January 4, 1999, and it is far superior to the previously available Motznik (privately owned) system.

The state's new system is superior to Motznik's slow and expensive system ($1.25 per minute) because data can now be searched by recording district, document type, and date. These features alone save me about 95% of the time I would normally spend searching the Motznik system.

It is my hope that the virtual monopoly by Motznik Computer Services has come to an end and that this important public data base can now freely be made available to the public. Ideally, the data should be made available free on the Internet, however, as a subscriber ($500/year) and frequent user of the State's LAS system I would be glad to pay an extra fee just to be able to access this system at my home office. For some reason, private subscribers to the State's LAS system are still specifically barred from accessing the new Recorder's Office System.

I would appreciate if you help making the new system available to private subscribers, and I would also be very interested in knowing who in the Administration decided to block this data base from public access and why? Could it be that the monopoly is not quite broken yet?

Sincerely,

Erik Hansen



Edward J. Palmer & Associates
Registered Land Surveyor

April 28, 1999

The Anchorage Times
P.O.Box 100040
Anchorage, Alaska
To: The Editors

Concerning your editorial about the new State Recorder's Office computerized record retrieval system Vs Motznik Computer Service's "free" computer system.

The only reason Motznik's computer service was free was so he can sell the Recorder's Office data through his system to subscribers on-line. The data is input into his system by State Recorder's Office personnel on a daily basis; his system simply sorts the data and stores it. He does nothing more than maintain the computers.

I have been a user of Motznik's computer system in the Palmer Recorder's Office and have complained about that system since the first day I used it. Motznik's computer system is old and very slow and is poorly set up to retrieve data and presents the info in a manner that makes it difficult to find what I need. I was very unsatisfied with Motznik's computer system. The Palmer Recorder's Office was aware of the problems with that system and contrary to what you printed they were not satisfied with what Motznik was providing. I was told by them that Motznik refused to upgrade or change his system and in my opinion that left the Recorder's Office little option but to go it on their own.

I have used the new system in the Recorder's Office in Palmer and have found it to be an excellent replacement for Motznik's system. The new system is very fast with data retrieval and best of all it presents the all the available data in a manner which makes it much easier to find what I need. With Motznik's system I had to look in four or five different places to ensure I hadn't missed anything. With this new system all the available data is presented in one easy to scroll through screen. In fact now I can find in five minutes what used to take one-half hour to one hour to find and am sure I've found all the data to be found in the system.

I think the State's investment in the new system is well worth the money involved. My congratulations to Sharon Young and the State Recorder's Office for a job well done and for having the guts to do what's right for us, the end users of all the data archived by the State. They've done a good job with this new system.

I think you were dead wrong in your editorial and ought to re-think your position on this matter. I think the money invested in this system was well worth the price. Furthermore, I think the State can provide (for a fee, of course) the same on-line service to subscribers that Motznik provided. And to your complaint that this is getting into the field of private enterprise you can squelch that by remembering that Motznik had his chance to upgrade his system and refused. There are other options too: let the State farm the system out to private enterprise to run, for a fee.

Yours truly,

Edward J. Palmer, R.L.S.

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Member Alaska Society of Professional Land Surveyors

MEMORANDUM State of Alaska

Department of Natural Resources
Division of Mining, Land and Water

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November 21, 1999

To: Marty Rutherford
Deputy Commissioner

From: Bob Loeffler
Director

Subject: Privatization Recommendations.

Recommendations for Mining and Water Components

The analysis of the Mining, Geologic, and Water Development Component analyzed the wrong budget. That is, it indicated that the FY 98 budget for the component was $31.6 million and the FY 99 budget was $21.5 million. This isn't our budget. I do not know whose it was. Just to review a few examples, my staff did not spend $9.5 million on travel in FY 98; nor did we spend $331,378 on room rental. I do not know whose budget these recommend are made on, bu. they are not made after analyzing anything related to the old Division of Mining and Water Management.

Recommendations for Land Development Component

The subcommittee recommendations included the following.

1. Marketing of land disposals. "The marketing of land disposals...could be accomplished by a private company for a fixed fee or commission."

   Response: Marketing land disposals requires very little staff time by the department. Costs are basically printing and mailing. Thus, there is very little opportunity to save funds by privatizing this function. While significantly greater marketing could be accomplished by the private section, this would increase exposure of the program but would cost significantly more. Thus, privatizing marketing is not an cost-saving measure.

2. Appraisal and Survey of land for lease or sale. "There may be opportunities for privatization in the appraisal and surveying of land for lease or sale. The division has already undertaken to contract some of the lease appraisals to private entities. At this time only a portion of the land for disposal requires a state funded survey (i.e., a lease applicant must pay for his or her own survey). Depending on cost effectiveness and the perceived necessity for review, privatization in this area could be expanded."

Response: We are please that the analysis recognized DNR's efforts in this area. Most appraisal and survey at this time is accomplished by private parties. We will look for other opportunities use private firms for this as cost-effective opportunities arise.

3. Customer Service – Dissemination of information to the public via web sites. The report recognizes that we should leverage technology and make increased use of web sites to disseminate information.

   Response: We agree.

Response to Privatization Subcommittee November 22, 1999

Agricultural Revolving Loan Fund (ARLF)

The Audit Report issued on ARLF in March of 1998, control number 10-4557-98, was favorable towards the current operations of the ARLF. It did give recommendations, most of which were agreed to and have either been implemented or are in the process of being implemented.

The facts and observations listed by the committee warrant the following comments:

1. Most of the projects fell short of their goals--Various factors led up to the difficulties with the large projects attempted in the 1980s; however, those were through the efforts of the Agricultural Action Council and not the ARLF. ARLF inherited those problem accounts after the Agricultural Action Council was disbanded. The Division has moved past these project problems. Agricultural production has shown steady, moderate growth in the past decade.
2. Success in increased vegetable production may have occurred without ARLF--this is speculative, given that some of the most consistent and reliable borrowers with ARLF are larger producers of lettuce, potatoes, and carrots. A borrower in the Delta region has financed his carrot operation through ARLF and serves the interior market as well as breaking through in the export market to Taiwan this year.
3. Barley export is no longer the focus of the Delta project; in fact, the area has a healthy diversity of agricultural enterprises. However, barley is still a viable product, which is grown and utilized within Alaska for dairy ration and other animal feed.
4. The ARLF cash balance is not falling at the rate projected in the audit, and because of conservative management and sale of assets is actually higher, at $6,776 million at the start of FY2000. ARLF direct expenses have been exceeded by income by $275,000 over the past four years.
5. There are still significant assets to dispose of, indicating the cash balance decline may not be as drastic as forecasted, delaying the need for a large infusion of funds.
6. We agree that Division of Agriculture functions besides ARLF should be funded with General Funds.
7. Since the audit report we have been aggressive in collection on bad loans and court judgements. Currently a full-time attorney works on these cases.
8. Recent disposals of ARLF assets (agricultural lands) have exceeded appraisals in outcry auctions. We agree that vegetation re-growth is not a positive development and will be minimized through disposals of land within two years.

9. Most private banks do not participate in agricultural lending because they lack knowledge of it and see it as too great of a risk. Federal programs are lenders of last resort and ARRC is undercapitalized.

Suggestions:

1. Private lending institutions have not shown an interest in agricultural lending nor do they have experience or expertise.
2. Is it government's role to assist banks in generating profits, especially when the intent of ARLF is to assist agricultural development.
3. We agree the non-ARLF division programs should be funded with general funds.
4. We have made significant progress on bad loans and judgements and by late 1999 will determine whether some cases can be contracted to private collection agencies.
5. We are currently pursuing an aggressive sale schedule to dispose of these properties.
6. Until general funds for division functions are restored, this action would essentially cease all state agricultural functions, many of which are statutory.

Division of Agriculture Functions
[(Land Management, Inspection and Marketing, Plant Materials Center (PMC)]

1. We agree we have numerous duties, many legislatively mandated.
2. We agree with this partial list of services the division provides.
3. We concur; however, note that the seasonal employees at the PMC are not included in this number.
4. This is true; our federal inspections are a good example as well as our land sales programs.
5. This is correct.
6. This is essentially correct also.
7. We appreciate this observation.
8. We will continue to look for efficiencies.
9. Our limited general funds come from these land sales in the form of program receipts from interest generated on the sales.

We cannot ignore the fact that at this point ARLF and the rest of Division of Agriculture functions are interrelated and interdependent and that connection does not seen to be recognized in these two reports, as evidenced by extremely different conclusions.

MEMORANDUM

State of Alaska

Department of Natural Resources
Division of Forestry

Central Office

TO: Marty Rutherford

DATE: November 22, 1999

FILE NO:

TELEPHONE NO.: 265-3379

FROM: Jeff Jahnke
State Forester

SUBJECT: Privatization Report

Privatization Report -- Resource Management Response

Comments on Summary

- Small sales. We appreciate the recognition that we are adequately meeting the demands of small operators. In southeast Alaska, this is our main niche given the limited amount of state-owned forest land. Throughout the state, support to local operators is one of our goals.
- Large sales. The report asserts that the state doesn't offer enough large sales to allow major investments in new and expanded forest operations, but notes that the value-added sale program (under AS 38.05.123) may help. DOF is indeed using .123 to offer larger sales in Southeast and Interior Alaska, and can use the program for appropriate proposals in southcentral as well. However, the state owns little of the forested land in SE Alaska, and can provide only limited long-term support to major processors. There may be more opportunity for expansion in southcentral and Interior Alaska, if there is demand for under utilized species, particularly low-quality hardwoods. Large sales should only be offered if we can continue to support small local operations as well.
- Forest Management Agreements. The state does not support Forest Management Agreements. State land is public land managed for multiple use and sustainability of all renewable resources, and the track record of multiple use management by private firms is weak. The history of large, long-term contracts on public land elsewhere in the U.S. and Canada raises serious questions about their long-term economic and environmental desirability.

Comments on Suggestions

1. DOF provides appropriate detail on management costs. State forests are managed for multiple use and sustained yield of renewable resources, not solely for economic

returns for timber. Therefore, the state bears different costs than private forest managers.

2. Fire management and forest resource management are intertwined, and one of the Division's goals is to better integrate the programs. Staff have responsibilities in both programs, and separating the budgets is counterproductive.
3. We appreciate increased flexibility in timber sale options. However, our ability to offer 20-year sales is limited by the amount and type of forest land in state ownership, and by obligations to offer sales in a range of sizes to support a variety of operations.

Comments on Fire Suppression:

Comments on Summary:

The section concerning the Division's Fire Management Program was quite complementary and reinforced our belief that our efforts to continually improve the program are having a positive effect. It was quite pleasant to hear an opinion from the private sector that we are doing some things right in state government. Mr. Tasker made two recommendations for consideration at the end of his report. I would like to address those recommendations in detail:

Comments on Recommendations:

1. More extensive use of the internet. The Division utilizes the internet for the posting of fire status and information as Mr. Tasker mentions. We also have a website that has a great deal of information on it concerning a lot of the Division's activities. We are always looking for additional ways to use the "net" as it is quite cost effective and is accessible not only to the public, but also all of our employees and cooperators.

2. More support for the Tanana Hotshot fire fighting crew. I am assuming that Mr. Tasker means the Tazlina Hotshots in his recommendation. The Tazlina's have become a very successful semi-private crew. We call them semi-private because they are a private crew until they are hired as emergency firefighters (making them temporary state employees) and dispatched to a fire. The Division provides training and logistical support to the crew in an effort to keep them ready for immediate fire dispatch. The Division also has the authority to hire the crew as non-emergency EFF to work on a variety of non-fire related activities. Funding to payroll the crew on non-fire projects comes from cooperating agencies such as the BLM and Municipality of Anchorage. One way to support the crew would be to increase the authorization level on the amount of money the Division can receive from cooperating agencies.

Alaska Division of Parks and Outdoor Recreation
Response to Privatization Report

The Alaska Division of Parks and Outdoor Recreation recognizes the benefits of contracting certain units of the state park system for private operation. Since 1995, 11 units have been contracted including two historical sites (Rika's Roadhouse and House of Wickersham), one trail system (Juneau/Perseverance), one visitor/nature center (Eagle River in Chugach State Park) and seven campgrounds (Montana Creek, Porcupine Creek, Dry Creek, Little Tonsina, Squirrel Creek, Blueberry, and Liberty Falls). Three additional sites are planned for 2000.

The existing contract operations are not fully privatized operations. The Division of Parks retains primary responsibility for major maintenance. The cash flow is too low to expect a private operator to fund daily operations and maintenance and also have the ability to invest in reducing decades of deferred maintenance. The Alaska State Park system has identified $35 million in deferred maintenance needs. The revenue projections identified in the report are roughly the same figure as Parks currently spends to operate those same facilities. This simply leaves no extra funds for large deferred maintenance projects. Only if the deferred maintenance backlog is reduced could park units truly be privatized.

Two issues recognized by Parks in its contracting to date were also identified by the privatization committee. Many park units are not economical to individually contract. The privatization report refers to "bundling" park units to make a more economic package for a potential operator. This strategy is currently employed in over half of the campgrounds contracted to date. Parks "clusters" our units together to make an acceptable economic package.

The second issue relates to the camping pass. Based on past experience when park camping passes were not required to be honored at contracted park units, the Division of Parks implemented a policy requiring that park camping passes must be honored at park units operated by private contractor. The public confusion and resulting camper anger when they were not honored was horrific and resulted in a black eye for the state. Recognizing that this requirement costs private operators revenue, State Parks is already implementing one of the recommendations of the committee by canceling the non-resident camping pass beginning in the 2000 camping season.

The viability of a massive privatization move, as suggested in the privatization report, is based on a cancellation of the resident camping pass. Revenue from nightly campground fees and camping pass sales in the four park areas identified in the report totaled almost $700,000 in FY98. The report calculates potential revenue of $1.2 million from the same campgrounds if no pass were available. The $500,000 difference is caused not by commercial RV pass sales, as suggested in the report, but by the 3,500 Alaskans who purchase a resident camping pass. This is a benefit that Alaskans are very keen on and

the political fallout of canceling this program, as suggested in the report, could be very high. As such, we have not considered canceling the camping pass for Alaskan residents.

Parks also agrees with another of the strategies suggested in the privatization report, that all campgrounds must have an onsite presence. The report suggests that this can only be efficiently achieved with paid staff. We disagree. Parks has a vibrant and successful volunteer program where volunteer campground hosts are recruited, trained, paid a small stipend, and put to work in our campgrounds doing exactly the same tasks the report suggests as only possible with a paid staff. Parks is currently providing most of these services with volunteers.

One service we do not currently provide is reservations. We were evaluating a reservation system for the Kenai Peninsula when we doubled the price of the non-resident camping pass three years ago. The resulting drop in non-resident pass purchases and subsequent drop in non-resident visitation left more campsites open for Alaskans. Complaints dropped off significantly. With the complete cancellation of the non-resident camping pass next summer, we anticipate even more campsites will be available for Alaskans. This would alleviate the expense of a reservation system and the probable ill will caused by having Alaskans call an out-of-state phone bank to make an Alaskan reservation.

Alaska Division of Oil & Gas
Response to Privatization Report

Reasons why privatization of certain areas of the Division of Oil and gas is not in Alaska's best interest:

Note: The numbers in brackets (#) refer to numbered sections in the report and the Bold section names correspond to those in the report.

(2) Resource Evaluation. Although the report correctly notes that privatizing the resource section would cause inefficiencies, likely raise not decrease costs, and create conflicts of interest it still concludes that "Amount Potential for Privatization" is $200,000. Except for mentioning "potential leverage of outside knowledge" this privatization amount is not explained. What exactly is being privatized? Following are some comments appropriate to this section, whatever the intent of the report:

- **The Resource Evaluation relies on confidential information regarding exploration and development plans and proposals provided by the private sector. There would be a natural reluctance by operators to reveal such information to a private contractor. The data collected and used is confidential. If a private firm handles the confidential data how will it be protected? Won't the private firm need to set up groups almost identical to the division's existing groups to do the same work? The Resource Evaluation section deals almost exclusively with proprietary confidential data supplied by permittees under stringent protective rules. Industry would not be willing to deal with an out-sourced contractor.**

- **The public data would end up in the hands of <u>only</u> one private party. Presently access to public data is not controlled or manipulated by a for-profit entity. Who will maintain the existing public info on the department's digital databases?**

- **In leasing, permitting and unitization decisions there is a negotiated balancing of economic and environmental benefits and costs. It is not appropriate for a private for-profit firm to make these decisions. Will the private firm have the engineers, geologists, geophysicists, lawyers, and technicians to do the job correctly?**

- Determinations of what is or what is not in the state's best interest would end up in private hands. What is to prevent them from looking out for their own best interests and profit? Can the commissioner contract away his statutory obligation to make decisions in the state's best interest? Will another state, federal or local agency be willing to negotiate with a private firm who now represents DNR's interests?

- Appeals—who will defend/support the appeal and who will the appeal be made to?

- Fees and revenue - we seriously question whether money will be saved. The private firm will have to replicate or even increase staff relative to the division to maintain the same expertise. How will the two entities interact and can they form the believed synergies?

(3) **Leasing/Tech Support**

Areawide leasing and exploration licensing—the report completely confuses the two programs and misstates the effect of the added programs. We are doing more, not less. We are now offering more acres than ever before, and we are offering these acres in regularly scheduled sales each year. The statement in the report "the Oil & Gas Development unit has had one major change in recent years <u>that required adjustments in how they complete new development</u>" (emphasis ours) has no meaning that we can decipher.

In addition, the results of the current outsourcing of the best interest finding for the Copper River area are less than satisfactory. Hopefully, the outsourcing process and work product/performance of the contractor can be improved.

The reason we issue a Five Year Leasing Program report is because it is required by law —AS 38.05.180(b). It is issued every OTHER year (at the beginning of each new Legislature).

(4) Revenue Development

As explained below, we see no benefit, either in service or cost, provided by an out-of-state consultant. We agree the opinion that outsourcing may lead to increased costs.

Revenue Development expertise needs to be maintained in-house

1. Royalty settlement agreements, TAPS settlements, lease contracts, and other agreements made with industry are numerous, complex and arcane. Outside consultants are unlikely to have the expertise on hand and would have to make a considerable investment to develop this knowledge.

2. Issues arise abruptly and outside the control of the division. In order to successfully anticipate the state's need for timely analysis, outside consultants would have to be retained on an ad-hoc basis with little opportunity for any real savings.

3. The division must retain a sufficient staff to preserve the division's institutional memory. Without an institutional memory the state would pay dearly each time it hired a consultant and had to educate him on the complex issues with which we deal routinely.

4. In a practical sense, the division has already privatized. When very important and potentially costly disputes arise, the division relies on outside consultants. Through our representation by the Department of Law, expert economists, lawyers, and analysts are hired to conduct the research and support the state's position in these situations. The small staff in the Revenue Development acts as an informed buyer for the state when these services are hired. This staff also collaborates with the outside consultants by contributing its unique expertise.

5. The various settlements and contracts with industry are often intertwined. Sometimes trade-offs are made in one agreement based on the trade-offs made in previous agreements. Sometimes the state's interests in an agreement are affirmed in later agreements. Outside consultants hired on a case-by-case basis cannot represent the state's best interest without this knowledge.

6. In every issue where Revenue Development participates in the division's decision making, confidential data is acquired from industry. Providing this data to outside consultants creates a potential security lapse.

7. The division may also be severely restricted in what data may be revealed to its consultants, e.g., data received from one lessee may be relevant in determining the best interests of the state in an issue involving another lessee. Sharing these data with an outside consultant is probably illegal.

(5) **Units** Although privatization of the Units section is not contemplated in this report there are some very serious misconceptions put forward in the "General Opinion" section. The question is posed "Would not the producers establish agreements to maximize production if left to their own vices?" Perhaps they would, but that is not the point.

Assume a Unit composed of four leases. Three of the leases have a royalty rate of 20% and the fourth has a royalty rate of 12.5%. Where do you think industry "left to its own vices" will allocate the majority of the oil? Tract allocation is an essential and important role in unitization. Further, the crucial staff to determine equitable allocation are the very geologists being "privatized" in section (2). The state is not a merely "facilitator" as stated in the report, it is an OWNER of a percentage of the resource and as such must act to protect its interest.

(6) Lease Administration/Royalty Accounting

There is significant concern on the part of lessees about the use of confidential reported data and especially in the case of confidential economic and market data. With the implementation of the new royalty reporting standards, more of the price (value per bbl) data has been requested to be held confidential by the lessees.

There is a significant liability should confidential data be leaked to non-authorized entities. Lessees look upon the state as the guardian of the data provided, and would probably raise concerns about the access to such data by any outside companies. Should such work and analysis be farmed out to a private company, bonds should be required to cover those liabilities in the case of inappropriate uses of confidential data.

The other observation is that Royalty Accounting is very complex. The new automated system provides tremendous support for tracking many of the complexities. Even so, efficiencies can be provided through a stable work force that retains historical knowledge about the requirements and procedures associated with the multitude of lessees, leases, units and royalty valuation formulas.

Fees are also in place to reimburse the state where inefficiencies are due to non-responsive lessees. If a lessee fails to provide required information in a timely fashion, which in turn increases the state's administrative costs, administrative fees can be charged to cover situations where the lessee impacts the administrative burden beyond the normal daily expected costs.

Automation of many of the procedures to administer accounting of royalties for the state are increasing all the time. Will a private firm support these systems so audits can be performed in an efficient way?

This makes no sense to us. There is no cost to the state to have the benefit of an in-house auditor for federal issues. Production from some North Slope federal properties will start as early as next year (Northstar) and will continue in the years following (Liberty, NPRA). The "reasoning" stated in the report certainly does not outweigh the obvious benefits of having a close working relation between state and federal auditors. Moreover, it is unlikely the federal government would approve outsourcing this position. If we don't get their approval then the funding for the position is lost.

In conclusion, while privatization may make good sense in some situations (as in "privatizing" SOME parts of our Best Interest Findings) it certainly cannot be applied without careful scrutiny by knowledgeable people. Destroying the symbiosis that has been developed in this division over a number of years to fulfill some broad policy objective simply is without merit. It is particularly objectionable if there are, in fact, no benefits—monetary or otherwise.

We appreciate the author's summary conclusion that "The overall budget of the Oil & Gas BRU is not excessive considering the revenue it provides for the state". We agree, and in addition to providing revenue we also provide a number of highly technical services at much lower than industry cost. We also appreciate and agree with the author when he talks about the uncertainties created by the BP-Amoco—ARCO merger. One thing that is certain—the amount of work this division will need to do will increase dramatically over the next year or so.

Ideas for the privatization task force on budget efficiencies for the Department of Natural Resources (DNR):

Recorder's Office

A big time saver would be to film all the old recording books located in all our fourteen (14) offices and the three (3) Court Offices. The reasons:
1. It saves lots of space which will allow us to reduce our total square footage in leased offices.

2. The public will be in and out of our office more quickly as they can look up the records on micro-fiche or maybe digital information once it is converted.

3. The recorder's office staff will be able to handle a larger workload if they do not have to pull the old books and supervise the research.
We are asking the Governor for a Capital Improvement Project (CIP) in Fiscal Year (FY) 2001 to do the filming - the project is called: Recorder's Office Records Preservation Filming/Efficiency Project, at a cost of $300.0 over two years.

The new Uniform Commercial Code (UCC) legislation House Bill (HB) 239 sponsored by Rep. Murkowski may have the potential of creating operational efficiencies. It is part of a nationwide attempt to make the Uniform Commercial Code more UNIFORM!

A big issue is the Mining Claim size of 40 acres. If we could record these parcels in larger sizes, that would create efficiency. This would require a change in the law and the Miners remain divided on this idea.

Land Records Information Section (LRIS)

The DNR Internet Commerce initiative (Land & Mining Data Base Integration/Efficiency Project) envisions several efficiencies between the various data bases within DNR and with Federal Bureau of Land Management (BLM). The efficiencies within DNR will be saving data entry and the general public will receive more timely updates of the public records and more efficient processing of the data which will reduce the amount of time the public is required to be within the government offices.

In general imaging technology could greatly contribute to office efficiencies as well.

Specifically, the Land & Mining Data Base Integration/Efficiency Project has two goals: 1) introduce major efficiencies in the way we conduct routine business, and 2) make life much more convenient for our customers.

Goal #1: DNR 's public record on resource disposals is more than a year out of date. We have been working with the federal government to drastically improve this situation in the mining area. In FY 2000 the federal government allocated DNR $450.0 to improve the process and the record of mining claims in Alaska. The old process works as follows:

All new mining claims must be recorded as a public document in the Recorders Office. This requires a manual process of input of data in the Recorder's office system
LRIS/continued

If the claims are on state land, the Division of mining receives the information and manually inputs the data in the Department's Land Administration System (LAS). (The LAS tracks ownership of land, any DNR decisions on a piece of land, and is also the revenue and billing system for DNR).

The same information would be given to our LRIS Section so they could update the Geographic Information System (GIS) for mapping of the mining claims. This information would be input a third time.

This project would eliminate two manual processes by connecting the Recorder's Office system with the LAS and the GIS and eliminate most of the redundant data manipulation as a mining claim moves through the system..

By eliminating redundancy in the manual process, DNR can cut six (6) months of cycle- time in updating the public record. Where we are over a year behind presently, the goal is to become current.

This system would also lay the foundation for conducting all manner of business transactions over the Internet. This project provides the means for accepting credit card payments for any bills generated by DNR's Revenue and Billing System.

The Fiscal Year (FY) 2001 Capital Improvement Request (CIP) for this project would add a general fund (GF) component to expand the benefits of this mining system to other areas in which the DNR conducts business. These include permits, leases, material sales, and other actions that require adjudication and payment. By using the foundation laid by the mining claim system, many additional applications could directly benefit.

Goal #2 is focused on the public: Currently, if a Miner wants to find out if a piece of land already has a claim on it, he or she must check to see if it is located on federal land or state land, then search files at either the federal building or DNR. With this new system, DNR could connect the state and federal mining claim information bases and provide an "on-line" information system for the public to use.

This project would provide more efficient data collection systems that lead to current public records and make it easy for the public to obtain information for resource development. DNR could also complement this approach with document images from the State Recorder's Office. Between 6% to 10% of all recorded documents deal with mineral property.

The general fund portion of this request allows DNR to, concurrently with the federally supported mining claim system, make the same kinds of changes to other DNR processes. The federal money supports the initial infrastructure changes under the mining claim processes. With some general fund moneys DNR could efficiently expand the initial project to eliminate manual and repetitive processes associated with water allocation programs, and land-use planning and land-use permitting programs.

Parks

1. Alaska State Parks has an ongoing program of "contract management." Given that only 34% of the park system operating budget is provided by user fees, state park facilities are not able to generate revenue to cover a majority of expenses. Many of the facilities and recreation opportunities Alaska State Parks provides to the public are free. In our experience to date, however, we have identified several types of facilities that do generate an income stream capable of providing for daily operations...campgrounds, historic buildings, and nature centers. But even with these facilities we retain the obligation and liability of larger maintenance needs. For example, contractors are expected to fix a latch on an outhouse door, but the state is responsible for fixing the outhouse if it should be vandalized or simply wear-out. In the Mat-Susitna Area, where we have five campgrounds operated by private contractors, we have a maintenance man assigned half-time to supporting those facilities. So we are NOT privatizing our facilities, but merely finding local businessmen and citizens interested in contracting for the day-to-day operation of our facilities, while we retain the larger maintenance responsibilities.,

Campgrounds contracted to date:
Squirrel Creek State Recreation Site (SRS)
Little Tonsina SRS
Liberty Falls SRS
Dry Creek SRS
Porcupine Creek SRS - up for renewal this year
Montana Creek SRS - up for renewal this year
Blueberry Lake SRS

Historic Sites contracted to date:
Big Delta State Historic Site (SHS) - also known as Rika's Roadhouse
House of Wickersham SHS

Other facilities contracted to date:
Eagle River Nature Center/Chugach State Park
Juneau Trail System

Within the next year or two, we are anticipating contracting management of the following facilities:
Eagle River Campground/Chugach State Park
Worthington Glacier SRS
King Mountain SRS
Long Lake SRS
Matanuska Glacier SRS
Lake Louise State Recreation Area (SRA)
Note: We are still evaluating options in the Fairbanks, Southeast, and Kenai areas.

We are also working on an extensive concession contract for private operation of the historic buildings at Independence Mine State Historic Park. We have made the determination to move forward with contract/concession operations. However, it was also determined that the economic viability of such a project is dependent upon securing title to the underground mine tunnels to provide for underground mine tours as a key component of the concession package. Parks is currently surveying and appraising the necessary properties to facilitate this exchange with a willing trader.

Parks/continued

2. We have learned in our five years of contract management that it takes oversight to ensure that contracts are implemented and terms followed. To successfully manage contracts, there must be management level staff available to meet regularly with contractors and inspect the sites. These sites are still units of the state park system and minimum standards are required. In addition, as mentioned previously, the state retains primary responsibility for anything other than light maintenance.

An example of problems caused by our inability to adequately oversee a contract is provided by our experience at Tok. We had contracted three campgrounds at Tok, but when the contractor chose not to renew after two years we reassumed management. At that far distance from the Area office in Fairbanks and the District office in Delta, we were unable to regularly meet with and inspect the facilities. As a result, after only two years, the contracted facilities were in significant disrepair and complaints were heard at other state park facilities around the state about both the deplorable condition of the state's "gateway" campgrounds and the unfriendly and pushy attitude of the contractors. We determined this is not the first impression we want visitors to have of both Alaska and the State Park System.

3. One of the biggest impediments to successfully contracting operations is the high degree of deferred maintenance at our campground sites. Since Parks retains primary maintenance responsibility, contracting some park units simply makes no sense. We are spending so much time on maintenance in some units, it is only realistic to continue managing them ourselves. Other units could be contracted if they were brought up to a standard whereby potential private operators would see they are taking over a valuable asset rather than a broken park. Run-down campgrounds take excessive time, effort, and attention just to keep at a minimal level of safe and well maintained operations. Contractors have expressed their dismay at the sorry condition of our campgrounds.

Another impediment is the lack of compliance at many of our sites with the federal Americans With Disabilities Act (ADA). As funding is made available, we are improving sites to provide for ADA access. However, our funding to date has been primarily for roadside facilities, such as trailheads, picnic areas, and scenic overlooks and has not been for campgrounds. There is a significant need for ADA improvements in state park campgrounds in order to be in compliance with the federal law.
One mechanism for improving the campgrounds and making contract management more attractive is to allow parks to keep any program receipts collected above their operating budget authorization in a parks capital improvement fund (in the Capital Budget) to be used to rebuild campgrounds. This would allow park receipts to be reinvested into parks to reduce the $35 million of identified backlog of deferred maintenance.

Another avenue for fixing up the park system lies in a statewide park bond issue specifically tied to reducing the backlog of deferred maintenance. Public support for a bond issue of this type is high as shown in the recently completed Statewide Comprehensive Outdoor Recreation Plan. When asked if they would support "a statewide bond issue put on the General Election ballot advocating funding parks and outdoor recreation", 65% of Alaskans said yes.

Parks/continued

4. One aspect of contracting that must be kept in mind is that if contract management is done solely to reduce the budget, there is no incentive for the field staff to go through the many steps required in contracting. Parks currently contracts operations to shift funds from contracted sites to other sites that are in need of additional maintenance attention, more volunteer participation, better fee collection, or an increased law enforcement presence. Contracting operations of state park facilities is not a simple process and is oftentimes contentious (i.e.: the local residents often are not in favor of contracting-out State Park facilities). Staff time at Parks is limited and the incentive for putting time and attention to developing Request For Proposals (RFP's), reviewing and awarding the contract, managing the contract, and continuing to retain major maintenance responsibility, lies with the local manager who must see a benefit to the remainder of their park units by releasing funds for redirection to other priorities. Loss of this incentive (if all contract management savings were cut from the budget) would significantly reduce the success of park unit contract management.

Legislation ideas associated with bringing efficiencies to DNR:

Water Allocation Program:
Currently the Water Management Unit is required to adjudicate water right applications, which are a property right necessary to establish legal standing against future water users and current water users who have never applied for a water right. Adjudication includes many steps which are time consuming and expensive. During the last legislative session the Water Management Unit received budget reductions that make it impossible to carry out many of the requirements associated with the adjudication procedures established in Alaska Statute (AS) 46.15, which is specifically related to the issuance of water rights. Therefore, it is necessary to design a new water right system that protects Alaska's people and the water resources, but is much more streamlined and efficient. New legislation must change many of the water right statutes to allow use of a passive user-initiated system so that the remaining staff can focus upon water withdrawals that are the most likely to cause significant impacts.

Streamlining DNR's Appeal process:
Currently DNR's appeal process is overly complex. Seemingly similar decisions have different appeal tracks with different requirements and timelines. As a result, the public are often confused and staff
resources are wasted on a complex process. Currently, DNR regulations allow a person to appeal a non-disposal decision to the director, then to the Commissioner, then (through reconsideration) to the Commissioner again. Changes in DNR regulations could eliminate all by the last two steps. However, current law allows an appeal to the Commissioner and then a request for the Commissioner's reconsideration. This multiple analysis of the same decision takes staff time we do not have and frustrates the public.

DNR's legislative proposal solves this problem with respect to disposals by giving eligible people the right to appeal the decision to the commissioner, or ask for the commissioner's reconsideration, but not both. After the commissioner issues an appeal decision, the next step is to go to court. DNR thinks this process makes sense for all of its decisions. DNR's proposed legislation would allow only one opportunity for appellants to make their case to the commissioner. DNR would also change its regulations to eliminate intermediate appeals to division directors; all appeals would go straight to the commissioner.

Commercial Setnet Fishing Sites (Shore Fisheries)/Self-Registration Program: Currently the Shore Fishery Leasing Program (under AS 38.05.082) is required to adjudicate shore fishery lease applications. Adjudication includes many steps which are time consuming and expensive and in last years legislative session the program's budget was cut by two-thirds. These budget reductions make it impossible to carry out many of the requirements associated with the adjudication procedures established in Alaska Statute. Therefore, it is necessary to repeal AS 38.05.082 and replace it with a streamlined self-registration system that would not require agency review and processing steps. The new proposal would simply require that a registrant fish a particular site for three years without challenge by a competitor, after with the registrant would have use privileges to the exclusion of other commercial setnetters. Challenges would be settled by arbitration or by the courts. Registration would not be mandatory, but would provide an orderly way to secure a set net fishing site and the means to resolve conflicts peacefully. Existing shore fishery site leases would be honored for their full ten-year term even after the legislation was repealed and a new program (for new applicants) was instituted. After the ten year period lapsed, existing lessees could then convert to the new registration system without the challenge period.

PARKS
Member: Del Moss

COMMISSION ON PRIVATIZATION
Department of Natural Resources

Subcommittee on Parks

October 25, 1999

Leo Mark Anthony, Chairman
Privatization Commission Subcommittee of Department of Natural Resources
1010 W. Fireweed Street
Anchorage, AK 99503

Dear Chairman Anthony:

Since our meeting last week, I have taken the liberty to "quantify" my statements about SB 55 and program receipts. I have done so by incorporating Senate committee hearing comments on SB 55 when it was being considered in 1997 and by showing in hard numbers what this means in Parks & Recreation's budget in FY'00 as compared to FY'84.

Also, on October 13th I met with Anna Plager, Director of the northern regional offices of the Division of Parks and Recreation. I have inserted a section in this report about that meeting.

I have been somewhat of a silent participant in the privatization committee process because I am a writer not a speaker. I must emphasize that I think a major portion of state parks could be privatized, but time does not allow us to even scratch the surface and, so far, I feel the people that are cooperating with this commission are not cooperating. I was amazed at the extent to which our parks division is a landlord for pristine cabin rentals.

There has been no comparison of duplication of services between the federal government and the State of Alaska. While the federal government controls two-thirds of Alaska's land, the federal government has one-third of our state tied up in parks, wildlife refuges, and national forests. Another 40 million acres is in the private ownership of native corporations and villages as a result of the Alaska Native Claims Settlement Act. Much of this land is closed to hunting and fishing. Others of this land are accessible for a gate fee such as the $10.00 annual fee charged to non-natives to cross native-owned lands to subsistence fish at Chitna.

It is quite possible that many of the remote areas we are renting to elitists, should be made available for homesteading. What is the reasoning for homesteader versus land sales? The answer is quite simple. The rich and the government already have access to remote areas of Alaska. Those people who want to live off the land and make sacrifices of comfort to own land and build a home don't have access. Those people who want to be frontiersmen like Davy Crockett and find real freedom don't have access. Those people do not have the money to buy land, but they have the sweat and determination to become settlers of the last frontier. Unfortunately, these productive citizens have not had access for more than thirty years.

I have been watching the alliance between the Parks Division, the Department of Transportation and Public Facilities, the Department of Fish & Game, and the environmental alliance for close to twenty years and I believe there is a motive for each action they take. Under our Statehood Compact we had a 90-10 agreement with the federal government for returns on our resources. Our natural resources such as our fish and wildlife have been manage with a 10 – 90 formula: 10% consumption and recreation and 90% preservation for the elitists.

I believe that our access to our parks and our fish and game have been thwarted by the "Kings Deer" mentality of our state and federal governments. Because of that belief, I am recommending a direction to go that will unwrap their anti-hunting, anti-fishing management package.

While I believe that the process of looking at privatization is necessary, I feel that the time constraints will not allow us to do a sufficient job of accomplishing some worthwhile changes. It is obvious that the park service will continue to develop new havens for the rich and the powerful, so the words "cut and gut" come to mind.

I have been hunting and fishing since I was four years old. I can assure you that my opinions are shared by thousands of Alaskans like myself that hunt and fish to provide for our families. The people that I run across are already to the point that they don't care about your rules and regulations. There is a deep-seeded hatred in these people who feel they are being force live with the unreasonable laws imposed by the "King's Men".

I thank you for the opportunity to submit my recommendations and hope some of the leaders of this state today, those who did enjoyed the freedoms of homesteading and following a dream, will realize we can not let government take this away forever.

Sincerely,

Del Moss, Subcommittee Member

Recommendation #1: The Park Service needs to stop any further funding of developed facilities and should eliminate existing "developed facilities" that are comprised of outhouses.

In recent years the Department of Transportation & Public Facilities as well as the Parks & Recreation Division have received millions of dollars in federal funding to provide off-road rest areas and outhouse to supposedly facilitate tourism in Alaska. What the process has accomplished is to shut down many prime-hunting areas for Alaskan residents who depend on hunting to provide food for the families.

State laws prevent hunting or the discharge of a firearm within a ½ mile radius of a developed facility. Chena Hot Springs Road was once a prime hunting area for moose. This area was a hunting area for Fairbanks residents who don't own four-wheelers, airplanes, airboats, and riverboats. This area was the hunting ground for low-income families in the urban area of the Fairbanks North Star Borough who are dependent on moose to feed their families. Since the initiation of roadside "developed" facilities on Chena Hot Springs Road, twenty miles of prime moose hunting areas is now closed to hunting because of outhouses being installed along the road.

According to the Knowles' Administration, the purpose of placing "developed facilities" along the highway system of Alaska is to accommodate and enhanced tourism in Alaska. My response to that is "bullcrap"!

The tourist who come to the State of Alaska are driving motor homes that cost $50,000 to $80,000 and all of them are equipped with bathrooms that far exceed the capabilities of the roadside outhouses.

Knowing Knowles' commitment to the environmental lobby of the State, I would say that our Governor has found a way to reduce hunting and increase the wasted spending of federal dollars for unneeded facilities that require maintenance at the cost of taxpayers.

Recommendation #2: Eliminate the authority of parks to set user fees for the funding of the division.

The Parks Division has decided to operate as a profit making entity that provides no new services unless there is a profit. The legislature set this frame of mind in state agencies when it passed SB 55 in 1997. This legislation not only moved general fund revenue sources to "Other Funds" as a means to reduce the general fund spending, it set a precedent to allow state agencies to set user fees to fund their operations.

SB 55 was the latest in a series of legislative revisions that moved several programs off budget and moved them in the budgeting process from the general fund to other funds. The legislature passed SB 55 despite strong objections from both legislative finance and legislative budget and audit.

During a Senate Labor & Commerce Committee meeting on February 4, 1997, Annalee McConnell, Director of the Office of Management and Budget, said SB 55 was introduced at the request of the Governor and it was intended to deal with an accounting "catch 22". She said that some items in their budget expenditures "could grow and actually are in the economic development area and are seen as a real positive." There was concern, however, that "the increase in the expenditures counts as an increase in the total budget."

SB 55 reclassified "designated programs" and "restricted fees" in the budget process so that they are no longer treated them as part of the unrestricted general funds category but set them into a different category funding column, "Other Funds".

Ms. McConnell said OMB would continue to show these in the budget as "Other Funds" so everyone was well aware of them. ***"The key point in all of this is that you can have an increase in these arenas, mostly economic development, without increasing the fiscal gap."***

Later is that same committee meeting Senator Tim Kelly asked how this affects the fiscal gap? Ms. McConnell explained that ***"as expenditures go up revenues increase by the same amount. Therefore, there is no increase in the fiscal gap."*** This statement is in direct contradiction to Ms. McConnell's key point for enacting SB 55.

Senator Kelly asked if they would increase the program receipts and take them off budget. Ms. McConnell said they wouldn't be off budget; they would still be appropriated by the legislature. Instead of being in the column along with unrestricted general funds, there is a separate category "Other Funds" for designated program receipts. Several of the Senators in the discussion acknowledged that this bill does place program receipts and additional designated funds off budget.

On April 7, 1997, the Senate Finance Committee heard SB 55. Concerns were voiced about proper supervision by the legislature over program receipts set by the pioneer homes and Alaska Housing Finance Corporation.

Senator Pearce said that what happens when program receipts are put off of the budget the Legislature tends to not look as closely at the program during the budget process. Senator Drue Pearce stated at that committee meeting that Mike Greany, Director, Legislative Finance and Randy Welker, Legislative Auditor had real concerns about pushing too many program receipts off budget. She said they would prefer program receipts be brought back in as straight general fund receipts and not try to account for them separately.

The Senate Finance Committee heard SB 55 again on April 16, 1997. They adopted a committee substitute that added the children's trust, commercial fisheries test fishing operations, and the public utilities commission to the list of fund receipts.

"Mike Greany, Director, Legislative Finance Division, described the bill and the columns of appropriations. He informed the committee that SB 55 would move some of the general fund appropriations to the other funds column and they would no longer be counted as general fund. It would move about $55 million of designated receipts from the general fund and move them off budget. He expressed concerns about moving closer to a form of dedicated funds and away from the notion that the majority of receipts the state takes in are not dedicated and are available for appropriation by the legislature.

The actual impact of SB 55 to moving general fund money on the FY '00 budget is close to $59 million:

1005 GF/Prgm	**49,933,800**
1098 Children's Trust Earnings	**379,700**
1109 Test Fish	**3,970,500**
1110 APUC Receipts	**4,699,200**
	58,983,200

What has been the impact of creative accounting to the Parks & Recreation operations of the State? I have put together a comparison of the FY'84 and FY'00 Budgets for the division by funding source.

FY'00 BUDGET	**1002 Fed Rcpts**	**1003 G/F Match**	**1004 Gen Fund**	**1005 GF/Prgm**	**1007 I/A Rcpts**	**1061 CIP Rcpts**	**1108 Stat Desig**	**REVENUES**
State Historic Preservation	332,300	285,500			224,000	414,600		1,256,400
Parks Management			3,464,500	1,947,300	74,300		56,700	5,542,800
Parks Access	622,700				871,900	1,009,000		2,503,600
TOTALS	**955,000**	**285,500**	**3,464,500**	**1,947,300**	**1,170,200**	**1,423,600**	**56,700**	**9,302,800**

FY'84 BUDGET	**1002 Fed Rcpts**	**1003 G/F Match**	**1004 Gen Fund**	**1005 GF/Prgm**	**1007 I/A Rcpts**	**1028 Pre90PRGM**	**TOTAL REVENUES**
Historic Resource Mgmt.			153,100				153,100
Park Design/Development			311,000				311,000
Park Maintenance & Operations			3,914,500			20,000	3,934,500
Parks Administration			464,100				464,100
Direct Charge CIP					954,900		954,900
Overhead CIP					153,400		153,400
Youth Employment Program			400,000				400,000
			5,242,700		**1,108,300**	**20,000**	**6,371,000**

Total expenditures in FY'84 were $6,371.100. The two basic funding sources were the general fund at $5.2 million and inter/agency receipts at $1.1 million. There was no federal funding.

In FY'00, the revenues totaled $9,302,800. That is an increase in spending by almost $3 million or 50% in sixteen years. Personal services accounts for $2.5 million of the increased spending. The main funding sources have increased from two sources to seven sources in sixteen years. Inter/agency receipts have increased only $61,900 in 16 years. . One added revenues source is federal receipts, which amounted to $955,000 in FY'00. With that in mind, one would conclude that general fund spending has increased by approximately $2 million dollars over the same 16-year period. In actuality, because the four new remaining funding sources result from an expansion in the "Other Funds" column, general fund spending has decreased by $1.8 million. Program receipts from user fees in the FY'00 budget total $1.95 million.

If user fees are to be set, they should be set by the legislature allowing the DNR to make recommendations to the legislature and allowing public input to the process. This is a delegation of the constitutional authority for the legislature to appropriate that should be reversed. Increasing fees through the regulatory process allows for little public input because the general public does not, nor can it keep up with this bureaucratic process.

Recommendation #3: Promote private ownership of state lands through homesteading.

The federal government established thousands of national parks, national monuments, and national preserves in Alaska that has absorbed close to 140 million acres of Alaska's most pristine lands for preservation to enable the citizens of the United States to have access to. The concept is worthy of mention but the goal is not access; it is the inaccessibility to our natural resources by anyone that would become a productive citizen.

The federal government is trying to force Alaska to relinquish states' rights by forcing federal management of fish and game. If our governor and legislature allow the feds to take over on federal lands (they already manage wildlife on federal lands), there will be little land left for private citizens to hunt and fish on. Opening state lands for homesteading would allow people who hunt and fish to get closer to the resources, as well as, getting public lands into private hands to develop the resources and create resource-based jobs instead of making government jobs Alaska's leading industry.

Recommendation #4: Build more roads and trails into remote areas of Alaska.

Fish & Game recently said they were going to study why the number of resident hunting and fishing licenses has been reducing in recent years, while the number of out-of-state licenses has increased. The answer is quite simple - money and access. The hunting areas in close proximity of populated areas have been closed due to parks and "developed facilities" and wildlife are not getting in close to populated areas because the wildlife is being harvested by big game guides, rich out-of-state trophy hunters, and the wolves.

If you want to fish in the Fairbanks area and keep what you catch, you are pretty much forced to go to a State Park facility that charges you to use the facility and catch the stocked fish. The rest of the area is catch and release, which is a contradiction in itself.

There is no access to remote areas where the fish and wildlife is unless you are wealthy or have an airplane. State Parks, Fish & Game, and the Knowles Administration have not managed fish and game for human consumption. TO do so, they need to construct a network of road, even if they are gravel roads, into remote areas of the state. Give people access to the land, so they can use the resources.

Recommendation #5: Demand that Governor Knowles challenge Title VIII of ANILCA in the U.S. Supreme Court.

To think that our governor and a large portion of our legislature would be willing to decide the fate of fundamental rights like states' rights at the ballot box instead of the U.S. Supreme is treasonous. We need to demand immediate action to resolve this federal intrusion immediately. The fate of all of Alaska's resources will not be known until the states' rights issue is resolved.

Meeting with Anna Plager, Director Northern Region Division of Parks and Recreation.

On October 13th, I met with Anna Plager, a park ranger, and my wife, Rynnieva Moss, legislative aide for Representative John Coghill. We talked about the parks and recreation operations in Northern Alaska. I expressed my concerns about the "developed facilities" and further closure of popular and accessible hunting and fishing areas. Although Ms. Plager listened, I did not sense any willingness on her part to change. The park ranger seemed more interested in out-of-state people using Chena Hot Springs Road for a catch and release paradise than enhancing what is left of the hunting area in the Chena Hot Springs Recreation Area.

A couple of areas we came out of the meeting agreeing to follow up on are:

1. **Obtain an exemption from the Alaska Public Utilities Board for solid waste disposal for the Division or obtain a statutory exemption.** Currently Parks is paying twice the garbage pick up fees that the Fairbanks North Star pays because the borough as a municipality is exempt, but a state agency is not. The same vendor provides the service.

2. **Expand Chena Hot Springs Road northwest to connect to the Steese Highway at Eagle Summit.** One impediment to increased use of the Park area and the attraction of tourists is that it is a dead end road. Plager said that this had been discussed in years passed but no one has seriously pursued it. Ms. Plager made a big pitch that the CHS Recreation area had 165,000 visitors last year. Those numbers eliminated only 10% of the traffic for local use. I feel that number is completely bogus. Chena Hot Springs Resort is the biggest attraction to traveling the road in the summer and winter and in the fall, moose hunting accounts for most of the traffic. There may be a lot of vehicles going through the CHS Recreation Area, but I don't think many of them are stopping to use the recreation area. Extending the road would make a more scenic route for tourism and would provide more access for local residents to use the recreation area.

3. **Contract parks in clusters allowing for sole concessionaire clauses in the contract.** Ms. Plager said that there are parks such as the one on University Avenue that are big revenue providers, while most of the parks are operated at a loss. She said it is difficult to attract park managers when a profit can not be made. She has been looking at the possibility of clustering profitable parks with parks that break even or lose money. Rynnieva Moss said that one way to make a park profitable is to allow concessions selling commodities and services. Plager said that had been explored but if the division allows one person to set up a concession stand, they can't control ten others selling concessions in the park. Rynnieva said that the way to control the number of concessions and to get contractors to accept users with season permits is to include language in the contract to include concession rights for the parks being contracted to that specific contractor.

4. **Increase interagency planning for multiple use in parks.** Using the Chena Hot Springs Recreation Area as an example, we discussed the need for the Division to work closer with Division of Forestry, DOTPF, and Fish & Game to develop parks areas that are rich in resources for everyone. This must include hunters and fisherman who have relied on these areas in the past for subsistence purposes. I discussed how the traditional use of Chena Hot Springs Road for hunting and fishing has been destroyed by closing fishing for consumption and implementing a catch and release policy, and by reducing the hunting area by building developed facilities. One way to do this would be for the Division of Forestry to let timber sale in close proximity of

the recreation area in the remote edges of the park. The loggers would build roads to the timber (at no cost to the State) and there would be increased access into remote areas of the park. Fish and Game should work more closely to ensure that remote lakes and streams have fish stock for consumption, and should begin to manage fish and wildlife resources for consumption, making the parks more attractive to tourists, hikers, photographers, and consumptive users. DOTPF is receiving tens of millions of dollars from the Federal Highway Administration for trails and roadside facilities. The Parks Division should be involved in decided how that money is spent so as not to be duplicative and to be cooperative. DOTPF's focus in building a road system is too build modern paved highways. DOTPF should leave part of the Last Frontier for tourists to see. This would free up funding to build secondary gravel roads into remoter areas, providing access to public land for multiple use and to private land for resource development. Ms. Plager said she thought this was a good idea and would discuss it with the Administration.

Ms. Plager appears to be running a tight ship in her division, however, all of her actions revolve around the buck. If the potential is not there to make a buck, her agency is not going to make those resources available to the public. I emphasize that she appears to be running a tight ship, because many things appear to one way until you take a closer look at things. I suspect that this is this case with the Chena Hot Springs Recreation area. I think her claim that 165,000 vehicles visited the Chena Rec facilities in one year is bogus. She is concluding that of the 183,333 vehicles crossing Parks' traffic counter in one year, 165,000 are tourists. That's an incompetent conclusion.

Legitimate reasons for traffic on Chena Hot Springs Road:

Residents
Local users of Chena Hot Springs Resort
Conventions and meetings at Chena Hot Springs Resort
Angel Creek
Yukon Quest
Cabin owners near Resort
Boy Scout Camp
Target Practice
Hunters

I. Agency & Department Name

This is the privatization summary for the Division of Parks & Outdoor Recreation in the Department of Natural Resources.

BRU and Component Names as listed in state budget

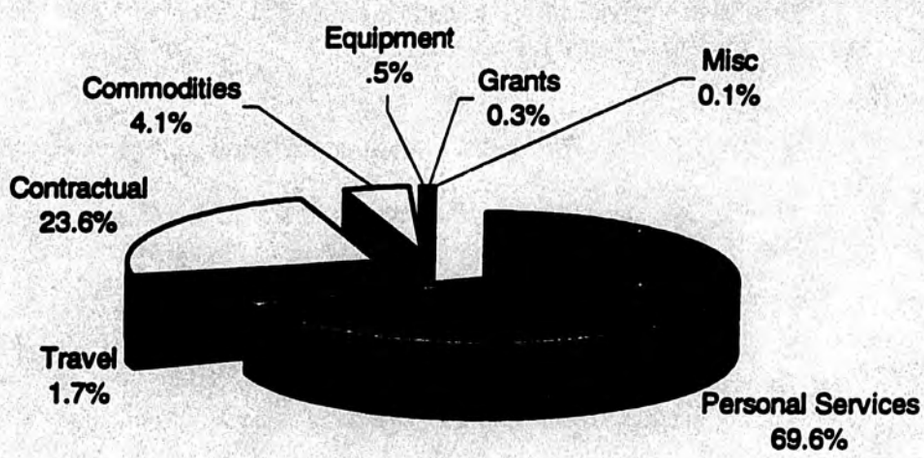
The BRU is the Division of Parks and Outdoor Recreation. It has three components: State Historic Preservation, Parks Management, & Parks Access. The Division has 77, full-time employees, 58 permanent part-time employees, and 57 temporary employees.

This division maintains state park facilities located on state lands.

Total Budget, all funds

The total budget for Parks & Recreation is $9,302,800. The division spends $6,475,200 on personal services, $161,300 on travel, $2,198,200 on contractual services, $385,300 on commodities, $48,300 on equipment, $25,000 on grants, and $9,500 on miscellaneous expenses.

FY'00 Budgeted Expenses

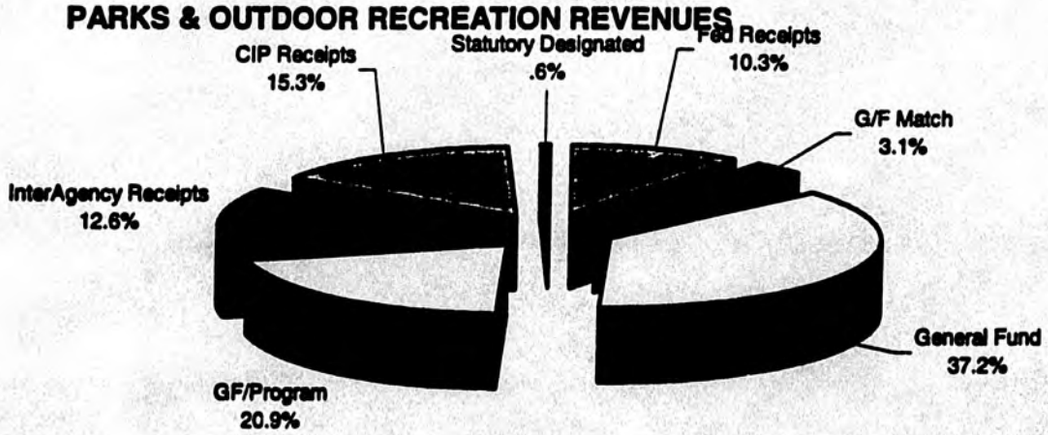


$ 9,302,800

Total Revenue derived:

The total revenues for the Division of Parks and Outdoor Recreation total $9,303,000. Federal receipts for this program total $955,000 or 10.5% of the component revenues.

PARKS & OUTDOOR RECREATION REVENUES



$ 9,302,800
FY'00

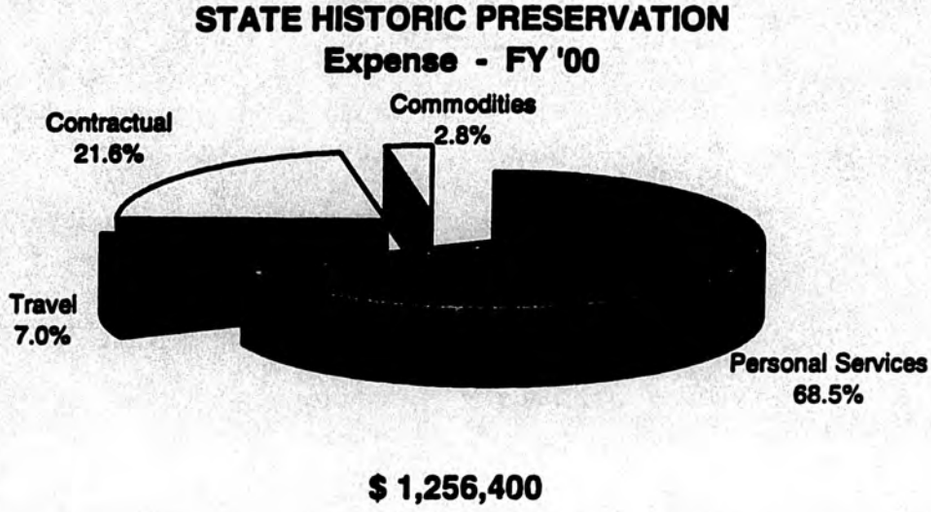
STATE HISTORIC PRESERVATION:

Goals & Objectives: The Alaska Office of History and Archaeology carries out the responsibilities of the State Historic Preservation Office. The National Historic Preservation Act of 1966 set up the position of State Historic Preservation Officer (SHPO) for each state, to be appointed by the Governor. In Alaska, the Governor has designated the Chief of the Office of History and Archaeology as the SHPO. Judith E. Bittner is the Alaska SHPO. The responsibilities of the SHPO under the National Historic Preservation Act include:

- Statewide historic preservation planning
- Statewide survey and inventory of historic properties
- Nominating properties to the National Register of Historic Places
- Administering the federal historic preservation grants-in-aid program
- Assisting local governments in developing historic preservation programs and in becoming certified to participate in the national program
- Advising and assisting in federal, state, and local historic preservation projects
- Participating in the review of federal, state, and local undertakings that may affect historic properties (Section 106 Review)
- Providing public information, education, training, and technical assistance in historic preservation, and
- Performing rehabilitation tax credit project reviews

Budget for FY'00:

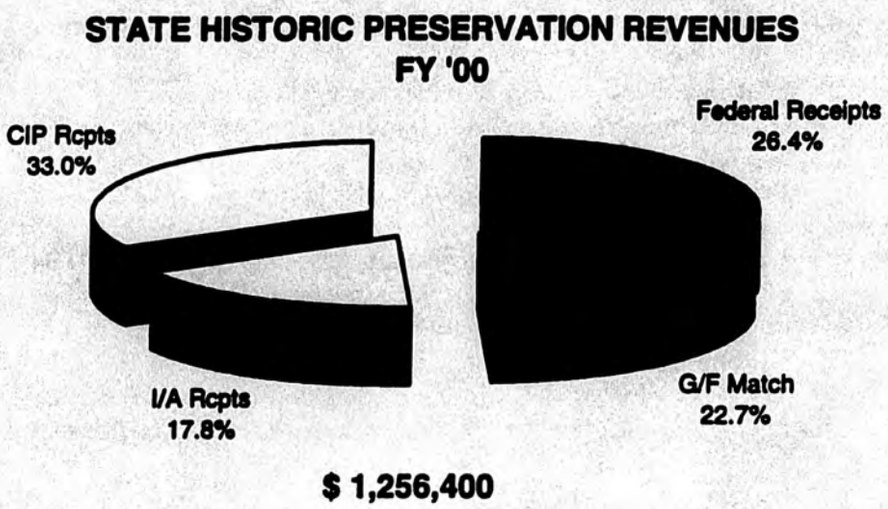
This division has a budgeted expense of $1,256,400, which is an increase of $4,000 from FY'99. The increase is in the personal service component, which would indicate an increase in salary and benefits.



$ 1,256,400

Revenues for FY'00:

Revenues for the State Historic Preservation component total $1,256,400: $332,300 in federal receipts, $285,500 in general fund-matching funds, $224,000 in interagency receipts, and $414,600 in CIP receipts.



Parks Management:

Goals & Objectives: To provide park facilities to Alaskans and to enhance the attraction of tourists to Alaska. The objective is to increase park facilities.

Anchorage Area
Chugach State Park
Kachemak Bay State Park and State Wilderness Park
Prince William Sound State Marine Parks
Totem Bight State Historical Park

Interior Alaska
Chena River State Recreation Area
Delta Junction Area Parks
Fairbanks Area Parks
Tok Area Parks
Valdez Area Parks

Kenai Peninsula

Anchor River State Recreation Area

Caines Head State Recreation Area and Resurrection Bay State Marine Parks: Out of the town of Seward, on the Kenai Peninsula, there are six remote coastal park units.

Captain Cook State Recreation Area: At the northern end of the Kenai Peninsula, this 3,460 acre park sits at the end of North Kenai Road along Cook Inlet and offers a variety of recreational activities.

Clam Gulch State Recreation Area: This park is on the Kenai Peninsula near Ninilchik.

Deep Creek and Ninilchik State Recreation Areas

Kasilof Area Parks

Kenai River Special Management Area: This park on the Kenai Peninsula, south of Anchorage, offers some of the best salmon fishing in Alaska.

Kodiak Area State Parks:
There are six state parks in the Kodiak area - four on the road system or near the town of Kodiak, and two remote parks on the islands of Afognak and Shuyak.

Matanuska and Sustina Valleys

Denali State Park: This park is approximately half way between Anchorage and Fairbanks and is adjacent to Denali National Park.

Independence Mine State Historical Park: This gold mine turned historic park sits on the tundra in the Hatcher Pass area north of Anchorage.

Nancy Lake State Recreation Area: This 22,685 acre park, 67 miles north of Anchorage, has canoe trails, ski and snowmachine trails, cabins and more.

Southeast Alaska

Alaska Chilkat Bald Eagle Preserve: Thousands of bald eagles winter over in this park near Haines in Southeast Alaska

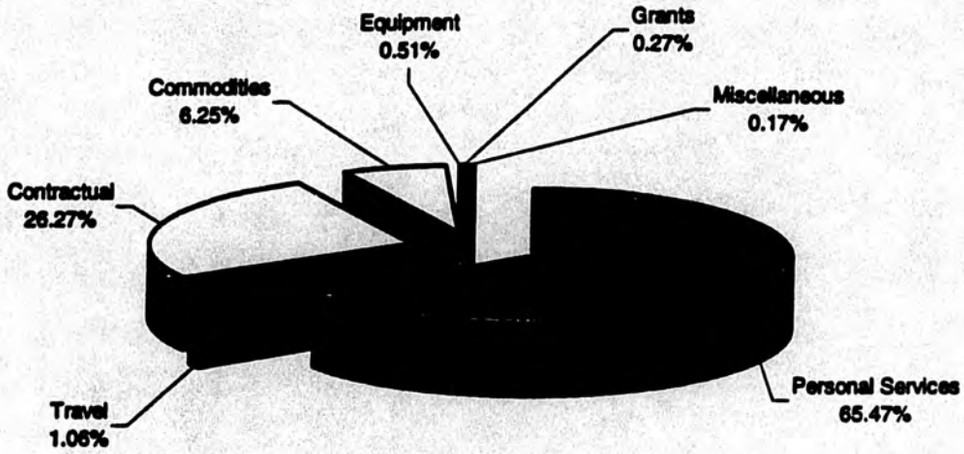
Point Bridget State Park: 40 miles north of Juneau, this 2,850-acre park offers over 10 miles of scenic trails through meadows and open forest.

Southwest Alaska

Wood-Tikchik State Park: This is our largest state park and the only state park located in the western half of the state.

Budget for FY'00:

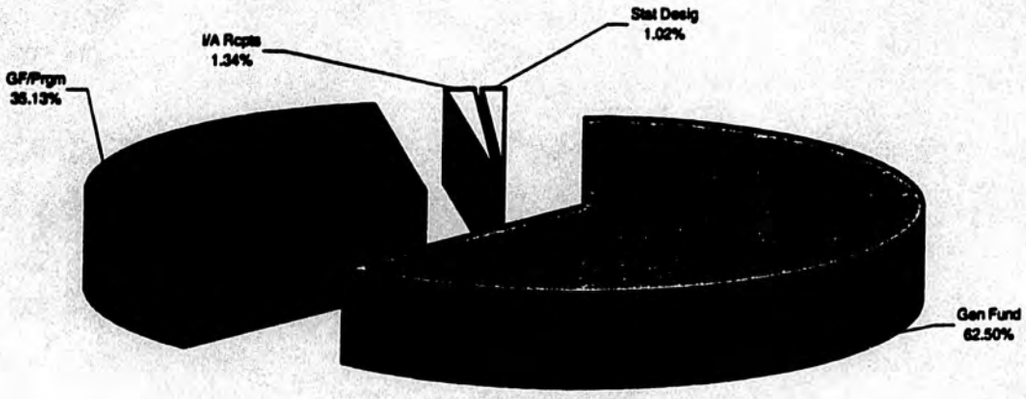
This division has a budgeted expense of $5,542,800: $3,628,800 for personal services; $58,900 for travel; $1,455,900 for contracts; $346,400 for commodities; $28,300 for equipment; $15,000 for grants; and $9,500 for miscellaneous expenses.



PARKS MANAGEMENT EXPENDITURES - FY '00
$ 5,542,800

Revenues for FY'00:

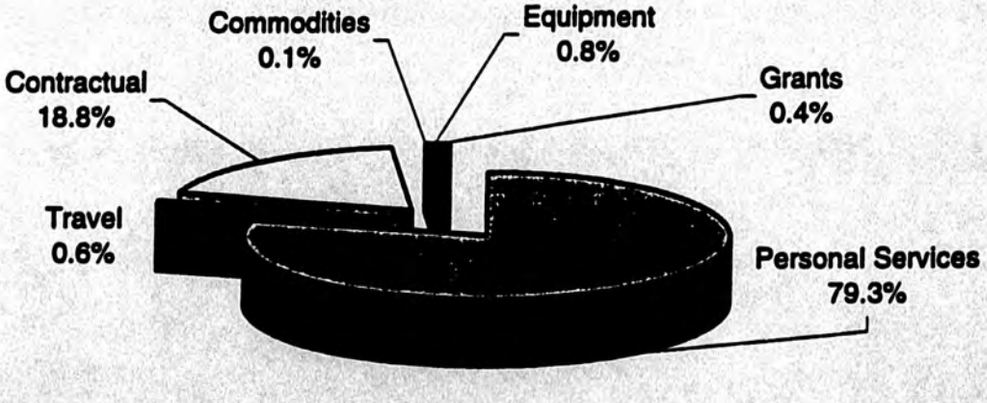
The Parks Management component was appropriated $5,542,800 for FY'00 operations. Funding sources are $3,464,500 from the general fund, $1,947,300 from general fund program receipts, $74,300 in interagency receipts, and $56,700 from statutory designated funds.



PARKS MANAGEMENT REVENUES FY '00
$ 5,542,800

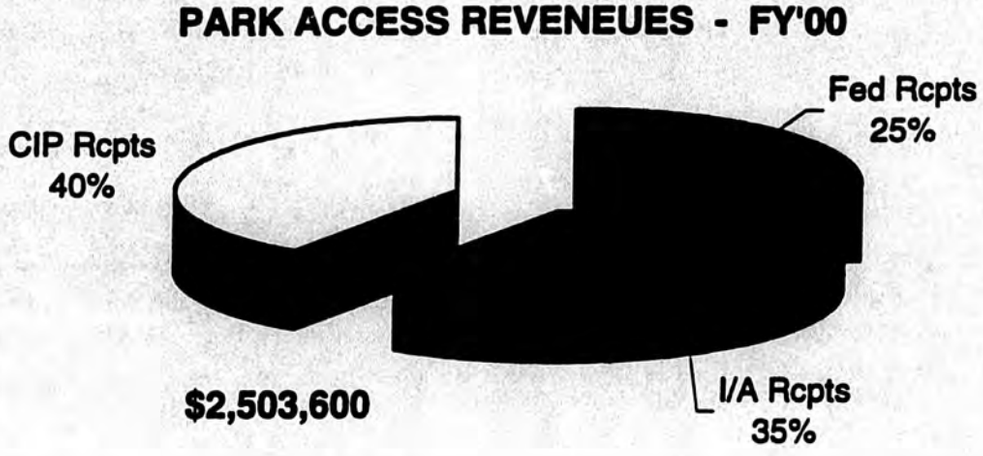
PARKS ACCESS COMPONENT

Budget for FY'00: **The Parks Access component has a budgeted expense of $2,503,600: $1,985,300 for personal services; 13,900 for travel; $470,800 for contracts; $3,600 for commodities; $20,000 for equipment; and $10,000 for grants.**



PARK ACCESS EXPENSES - FY'00
$2,503,600

Revenues for FY'00:
The Parks Access component was appropriated $2,503,600 for FY'00 operations. Funding sources are $622,700 from federal receipts, $871,900 in interagency receipts, and $1,009,000 from CIP receipts.



The following is a solicitation from the Parks webpage on the State of Alaska Homepage:

> Encompassing over 3 million acres, the Alaska State Parks System is the largest state park system in America. More than recreational sites or hiking trails, Alaska's parks are living museums that hold the best of the natural and historic resources that make up the "Great Land". Many opportunities to enjoy Alaska's state parks are ready and waiting, but are hindered by lack of funds. Your support is needed now more than ever.
>
> The Alaska State Parks Foundation, incorporated in 1993, is a non-profit organization able to accept tax-deductible gifts of cash, land and other property. The mission of the Foundation is to enhance public enjoyment of Alaska State Parks today, while protecting and preserving our parks for future generations. The Foundation can work with individuals, organizations and companies to effectively match their donations with key needs and opportunities throughout the Alaska State Park system.
>
> Our goal is simple - to have the best park system we can have.
>
> The Foundation serves as a common link between all those who appreciate our wonderful state parks, whether their primary interest is recreation, resource protection, or the economic revenues their community receives from the many residents and tourists attracted to the parks.

The question has to be asked: How much money is being raised by the Alaska State Parks Foundation and how is it being spent? If the foundation is providing money to the Division of Parks, it is not reflected in the budget. If the foundation accepts contributions and spends the money directly, then the organization should not soliciting money on the State of Alaska Homepage.

State functions should be transferred to the private sector or contracted out;

There are some areas of the Parks Service that could be replaced with private sector accommodations. One area is the rental of cabins and icehouses.

The following is information available on the Parks web page:

Public Use Cabins

Alaska State Parks offers more than 40 recreational cabins for use by the public. The cabins are located along trails and near remote lakes, streams, and saltwater beaches. Most cabins are accessible year 'round, by floatplane, wheelplane, boat, or trail. Only four cabins are accessible by road. Hikers should prepare for backcountry travel and to provide emergency shelter if they are unable to reach their cabin.

State park cabins sleep from three to eight persons and are equipped with wooden sleeping platforms, a wood stove for heating only, a table, chairs or benches, and a nearby latrine. Designs vary. Only the Shuyak Island cabins have dishware, a propane stove, and lights.

Ice Fishing Huts - Northern Area

During the winter months, State Parks offers day use ice fishing huts for rent at two parks. The Department of Fish and Game constructed these huts as part of the Federal Aid in Sport Fish Restoration Program. These huts are for fishing only. There are no sleeping accommodations in them. They have a wood heating stove and four fishing holes. All other equipment and supplies must be provided by the user. Firewood is not provided, so please bring your own. Latrines on shore are open for use. Checkout time is 12:00 midnight.

Quartz Lake State Recreation Area (near Delta Junction)

Quartz Lake SRA is known for its excellent sport fishing. Rainbow trout, silver salmon and arctic char are stocked in Quartz Lake. Nearby Lost Lake is not stocked.
There is a public use cabin for rent at Quartz Lake SRA as well.

- Ice Hut D8 (8' X 12'
- Ice Hut D9 (8' X 12'Bottom of Form 2
- Ice Hut D10 (8' X 12'Bottom of Form 3
- Ice Hut D11 (8' X 12'Bottom of Form 4

Birch Lake State Recreation Site (near Fairbanks)

Birch Lake SRS is a little-developed area with summer activities of camping, picnicking, swimming, fishing and boating. There is a parking lot, toilet and undeveloped campsites.

- Ice Hut D2 (8' X 12')

Ice Hut D3 (8' X 12'Bottom of Form 6

Reservation Information

Reservations can be made up to six (6) months in advance of the first day of intended use. Reservations can be made in person or by mail at the offices below. When a reservation is accepted, a combined receipt and permit to use the cabin is issued. Permits are issued for non-commercial purposes only, and on a first-come, first-served basis. A permit-day begins at 12:00 noon on the assigned day and ends at 12:00 noon on the following day. A detailed map and information pertaining to the specific cabin rented will be available upon making a reservation. Maximum stay limits vary from 3 to 7 consecutive nights. Cabin capacity varies from 3 to 8 people.

CABIN FEES	
Cabin Location	**Fee**
Afognak Island, near Kodiak	$35 per night
Birch Lake, near Delta Junction	
Ice fishing huts	$15 per day
Byers Lake, near Trapper Creek	$35 per night
Caines Head, near Seward	$50 per night
Chena River, near Fairbanks	$25 or $35 per night
Chugach State Park, near Anchorage	$40 per night
Fielding Lake, near Delta Junction	$25 per night
Grindall Island, near Ketchikan	$25 per night
Kachemak Bay, near Homer	$50 per night
Nancy Lake, Wasilla	$35 per night
Oliver Inlet, near Juneau	$25 per night
Point Bridget, near Juneau	$35 per night
Quartz Lake, near Delta Junction	
Cabin	$25 per night
Ice fishing huts	$15 per day for
Salcha River, near Fairbanks	$25 per night
Shoup Bay, near Valdez	$50 per night
Shuyak Island, near Kodiak	$50 per night
Thumb Cove, near Seward	$50 per night

** Service fee to change or cancel a reservation $5 per reservation

LAND OWNERSHIP and LAND ACCESS

Another area of government that should be privatized is land ownership. The federal government has locked up hundreds of millions of acres of land. This land is not available for hunting, for fishing, for homesteading or for viewing pristine nature. It is locked up for the use of rich environmentalist and bureaucrats that travel on our dime.

Alaskans continue to battle for the right to access to public lands and land ownership. Alaska has been locked up for use by a small segment of society. The users are a group of elite bureaucrats, congressmen, environmentalists, and the wealthy who can afford to hire guides and pay to go to remote areas, including the remote cabin sites that are rented out by the State Parks Division and the Department of Interior.

List problems or barriers to implementing.

The one barrier to containing the Parks division is the environmental movement within the Knowles Administration. Those who have doubts should look at the funding Tony Knowles has supplied to non-profit environmental organizations.

The federal government recently imposed Title VIII of ANILCA and directed the State of Alaska to recognize and accept the federal regulations for managing fish & wildlife. It is of my opinion that these people do not know how to read or how to understand constitutional law. If we do not challenge the federal government and chase their hindends out of Alaska's wilderness, hunters, fishermen, miners, farmers, and people who want to live off the land can kiss their butts good-bye.

OIL AND GAS
Member: Randy Ruedrich

ALASKA OIL AND GAS CONSERVATION COMMISSION

Privatization Considerations from DNR Subcommittee

The AOGCC Services are

Approve drilling and workover operations
Inspect drill rigs and wells
Witness safety valve, mechanical integrity, and blowout preventer tests
Approve casing, cementing, and well completion operations
Approve and monitor gas flaring
Approve and monitor plans for oil pool development and plans for enhanced oil recovery
Monitor and enforce well spacing rules, production rates, injection well pattern, gas/oil/water ratios, and pressure maintenance efforts
Issue Pooling rules and conservation orders
Administer Alaska's Underground Injection Control (UIC) program and the annular waste disposal program
Collect and maintain all oil and gas production records
Collect and maintain all well history files and well log records
Witness meter proving, calibration, and oil quality test

Let's move into the future with benefits of the present.

This Commission developed to regulate petroleum production practices in 1970's. The commission has provided useful services to the industry.

The well services group

Approve drilling and workover operations
Inspect drill rigs and wells
Witness mechanical integrity, and blowout preventer tests
Approve casing, cementing, and well completion operations
Collect and maintain all well history files and well log records

And the production services group

Approve and monitor gas flaring
Witness safety valve, and mechanical integrity tests
Collect and maintain all oil and gas production records

need to viewed in terms of the petroleum industry today.

Operator Operational Assurance Plans are designed to certify that drilling, well services and production operations are properly designed, implemented and verified. At most, the present AOGCC role in their services is secondary verification. The state should simply require the lease or unit operator certify compliance with its Petroleum Code and related Regulations. The state should periodically (every 5 to 7 years) engage a petroleum operations consultant to ensure that the Code reflects state of the art technology and practice. This change would eliminate at least the four inspector positions.

The oil and gas production records, well history files and well logs should be filed electronically and posted on a website for easy access. The process should be run on an outsourced computer system. The state should load all old exploratory well data on the website. A historical sample of roughly 30% of development well histories and all logs from

unitized platform or drillsite wells should be on the website. At least one technician position would be eliminated.

The bulk of the services focus on asset development

Approve and monitor plans for oil pool development and plans for enhanced oil recovery
Monitor and enforce well spacing rules, production rates, injection well pattern, gas/oil/water ratios, and pressure maintenance efforts
Issue Pooling rules and conservation orders
Administer Alaska's Underground Injection Control (UIC) program and the annular waste disposal program

These four services and the related professional commission staff should be transferred to the Department of Natural Resources Division of Oil and Gas. The services are directly link to many DOG functions. One stop shopping for the industry would become result.

The remaining service

Witness meter proving, calibration, and oil quality test

is the critical link in determining the volume and value of the crude oil and gas produced from state lands. This position should be outsourced to a professional organization in the petroleum measurement certification business. The function could be placed in either the Department of Revenue or the Department of Natural Resources.

In summary the AOGCC can be distributed as shown above with elimination the five positions cited above as well as the three commissioners and their executive assistant for the elimination of at least nine state positions. The cost reduction in terms of staff, burden and facilities should approach $1,050,000 annually. The contracted data management and metering certification cost is estimated at $250,000. The estimated benefit to the State is more than $800,000.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Natural Resources

Appendix N

L. Mark Anthony Initial Notes

INITIAL SUBCOMMITTEE MEETING ON PRIVATIZATION OF DNR
MY NOTES

1. We are not here to tell anyone how to run the government. The political decisions are for the Commission, Legislature, and Administration. We are here to suggest privatization of government, if it is reasonably cost effective.

2. We are all volunteers out of civic duty.

3. We have asked and continue to ask for mission statements and costs, because we believe good statements and costs are good government. The lack of statements and poor ones are areas to be investigated for privatization.

4. Privatization must be done carefully and the savings to government demonstrated. Perhaps the best approach is to test it by examination.

5. Garbled government missions or mixed ones should be broken down to aliquot parts. Otherwise, much of the cost may be viewed as overhead.

6. In an attempt to breakdown the cost structure and come up with some cost/benefit analysis, I am distributing 2 forms.

7. Hopefully, we will be able to determine total costs for many items such as: $/mbf lumber, $/paying park visitor, $/sq. mi. geologic mapping, $/ use permit, etc.

Leo Mark Anthony

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Natural Resources

Appendix O

Possible DNR Study Forms

DNR Unit Contacts Researcher

1. What function(s)? (Break it down as far as possible.)

2. Total Costs?

3. Cost / Unit of Productivity?

4. Overlaps, if any?

5. Are there any productivity studies available?

6. Suggestions for improvement, if any?

7. Suggested test for change, if any?

DNR Unit | Costs | Researcher

Personnel | What they do. | Unit Cost

Travel Costs | Purpose

Overhead

Department

Division

Section

Other

Cost/Service Unit

Commission on Privatization and Delivery of Government Services

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Appendix P

Senate Bill #169

CS FOR SENATE BILL NO. 169(FIN) am H

IN THE LEGISLATURE OF THE STATE OF ALASKA

TWENTY-FIRST LEGISLATURE - FIRST SESSION

BY THE SENATE FINANCE COMMITTEE

Amended: 5/16/99
Offered: 5/10/99

Sponsor(s): SENATE FINANCE COMMITTEE

A BILL

FOR AN ACT ENTITLED

"An Act relating to missions and measures to be applied to certain expenditures by the executive branch of state government and the University of Alaska from the state operating budget for the fiscal year ending June 30, 2000; and providing for an effective date."

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

*** Section 1. Legislative purpose.** The purpose of this Act is to state the missions, when expending money appropriated by the operating budget for the fiscal year 2000, for the departments of state government and for those divisions within departments that the legislature reviewed in 1999 and, in some cases, to set out performance measures for divisions or programs within divisions.

Article 1. Department of Administration.

*** Sec. 2. Department of Administration.** The mission of the Department of Administration is to

(1) facilitate the operations of state government by providing cost-effective

business management and information technology support services to state agencies;

(2) provide equitable legal and advocacy services for indigent Alaskans;

(3) provide quality programs that promote the dignity, security, and independence of Alaska's seniors;

(4) provide efficient and accessible vehicle licensing and registration services to the public; and

(5) provide administrative support to those commissions assigned to the department.

*** Sec. 3. Admin - Division of Administrative Services.** The mission of the Division of Administrative Services is to provide

(1) cost-effective business management and information technology support; and

(2) effectively administer state municipal grants programs.

*** Sec. 4. Admin - Information Technology Group.** The mission of the Information Technology Group is to

(1) assist state agencies in accomplishing their missions by providing innovative and cost effective technology support; and

(2) make government more accessible to the public through on-line information and services; and

(3) provide an essential piece of the state's information infrastructure by efficient use of Alaska's satellite-based public communications system ensuring the delivery of educational programs, children's programs, news, and information material, and emergency warnings throughout the state.

*** Sec. 5. Admin - Division of Personnel.** The mission of the Division of Personnel is to contribute to the efficiency and effectiveness of government by working in partnership with state agencies to hire and retain a qualified and productive workforce in accordance with state and federal rules.

*** Sec. 6. Admin - Division of Finance.** The mission of the Division of Finance is to uphold the public's trust in the security, integrity, and stability of the state's financial system through sound policies and compliance with fiscal rules, laws, and generally accepted accounting principles.

successful citizens.

(b) The legislature intends to measure the success of the youth corps in achieving its mission by considering the percentage of

(1) graduates who receive their GED or reenter high school;

(2) students increasing English or math comprehension one grade level or more;

(3) enrollees who graduate from the youth corps program;

(4) graduates working, in school, including continuing education, or training one year after graduation from the youth corps program.

Article 12. Department of Natural Resources.

*** Sec. 102. Department of Natural Resources.** The mission of the Department of Natural Resources is to develop, conserve, enhance, and make available natural resources for present and future Alaskans.

*** Sec. 103. DNR - Division of Support Services.** The mission of the Division of Support Services is to provide effective and efficient administrative services to departmental employees and programs in order to maximize public service.

*** Sec. 104. DNR - Division of Oil and Gas.** The mission of the Division of Oil and Gas is to encourage maximum responsible oil and gas exploration and development.

*** Sec. 105. DNR - Division of Agriculture.** The mission of the Division of Agriculture is to promote and encourage development of an agriculture industry in the state.

*** Sec. 106. DNR - Division of Land.** (a) The mission of the Division of Land is to provide for maximum use and settlement of state land consistent with the public interest.

(b) The legislature intends to measure the success of the Division of Land in achieving its mission by considering

(1) the percentage of total entitlement acres that were acquired during the year;

(2) the percentage of trespass actions resolved;

(3) the percentage of Bureau of Land Management conveyance to third parties contested;

(4) the number of amendments to existing area plans;

(5) in regions without area plans, the number of site-specific plans as a measure of changing land classification and land use requirements;

(6) the dollar amount of revenue from material sales;

(7) the ratio of commercial land use permits as percent of the total land use permits;

(8) the ratio of leases with significant economic benefit (that is, those that create 20 or more jobs) as percent of total;

(9) the commercial rights-of-way as percent of total rights-of-way;

(10) the number of land sales held and percent of preference rights conveyed versus applications;

(11) with respect to municipal entitlement requests and applications, the number of applications received from municipalities and the number of acres;

(12) percentage of entitlement remaining to process considered by the number of acres;

(13) the percentage of remaining entitlement selected, considered both by number and by acres;

(14) the number of parcels of entitlement that are expedited, considered both by number and by acres;

(15) the percentage of municipal selections approved by the division but waiting for municipal survey, considered both by number and by acres.

*** Sec. 107. DNR - Division of Forestry.** (a) The mission of the Division of Forestry is to develop, conserve, enhance, and manage the state's forests to provide a sustainable supply of forest resources for Alaskans.

(b) The mission of forest management and development in the Division of Forestry is to

(1) manage state forests and forested state lands, for which forestry is an identified use, sustainably for the many public uses of forest resources;

(2) administer the Alaska Forest Resources and Practices Act on state, municipal, and private lands in a manner that maximizes sustainable forest resources and economic enterprises that rely on forest resources; and

(3) provide support to nonindustrial private forest landowners to ensure health and productivity of Alaska forests.

(c) The mission of the statewide fire suppression in the Division of Forestry

(1) as to fire suppression, is to manage wildland fire for the safety of Alaskans and protection of property and to maintain a healthy forest;

(2) as to pre-suppression, is to reduce human caused fires and maintain fire fighting resources in a state of operational readiness to manage wildland fires for the safety of the state's forest resources and to maintain a healthy forest.

(d) The legislature intends to measure the success of the Division of Forestry in achieving the mission set out in (b)(1) of this section by considering

(1) the distribution and abundance of forest types and stand ages;

(2) the volume of timber offered annually, including volume of timber offered in-state, and value-added processing;

(3) the volume of timber offered over a five-year period, by year; this measure is a measure of stability;

(4) the percentage of harvest acres of state land meeting reforestation requirements established by AS 41.17 or by regulations adopted under AS 41.17 (Forest Resources and Practices Act);

(5) the volume offered and number of jobs resulting from timber sales sold under value-added sales (AS 38.05.123).

(e) The legislature intends to measure the success of the Division of Forestry in achieving the mission set out in (b)(2) of this section by considering

(1) the level of compliance with best management practices, as measured by implementation monitoring program.

(2) the continued productivity of fish habitat, as measured by effectiveness monitoring studies;

(3) the continued protection of water quality, as measured by implementation monitoring program;

(4) the continuation of certification for federal Clean Water Act and coastal zone compliance in accordance with AS 41.17 or with regulations adopted under AS 41.17 (Forest Resources and Practices Act);

(5) the compliance with requirements for reforestation on private, municipal, and non-DNR state land.

(f) The legislature intends to measure the success of the Division of Forestry in

achieving the mission set out in (b)(3) of this section by considering

(1) the percentage of nonindustrial forest land covered by forest stewardship plans;

(2) the percentage and number of communities with organized community forestry activities;

(3) the equipment and amounts provided to highest priority fire departments;

(4) the percentage of total forested acres included in the annual insect and disease report;

(g) The legislature intends to measure the success of the Division of Forestry in achieving the mission set out in (c) of this section by considering

(1) the percentage of fires in full and critical protection categories held at less than 10 acres;

(2) the percentage of the total cost that was used to obtain personnel and equipment from out of state;

(3) the percentage of total fire departments with cooperative agreements between wildland fire protection and structural protection providers;

(4) the percentage of fires that result from human actions, whether as a function of population growth or of other causes;

(5) the extent and characteristics of damage to structures after wildland fire.

*** Sec. 108. DNR - Division of Mining and Water Management.** (a) The mission of the Division of Mining and Water Management is to facilitate the development and stewardship of the state's

(1) mineral and coal resources; and

(2) water resources.

(b) The legislature intends to measure the success of the Division of Mining and Water Management in achieving the mission of the mining section with respect to

(1) public safety by considering the percentage of abandoned mines on state land considered hazardous;

(2) rights and development by considering the number of

(A) new leases and claims compared to the total number of leases and claims;

(B) closed leases and claims compared to the total number of leases and claims; and

(C) federal claims compared to the total number of leases and claims;

(3) permitting by considering the

(A) adverse audit findings compared to total audit findings;

(B) dollar value and number of jobs associated with mineral exploration, development, and mine operations, by commodity, over time;

(C) number of active mines over time;

(D) dollar value and number of mineral exploration credits over time; and

(E) aged rentals and royalties received by commodity over time; and

(4) compliance by considering the

(A) percentage of active mines without violations;

(B) acres reclaimed compared to acres designated for reclamation (activity measure); and

(C) number and type of permit violations.

(c) The legislature intends to measure the success of the Division of Mining and Water Management in achieving the mission when measuring the division's performance with respect to public safety by considering the percentage of dams inspected and found in compliance.

(d) The legislature intends to measure the success of the Division of Mining and Water Management in achieving the mission when measuring the division's performance with respect to water rights by considering

(1) the percentage change in total inventory;

(2) the average processing time of water rights.

(e) The legislature intends to measure the success of the Division of Mining and Water Management in achieving the mission set out in (a)(2) of this section when measuring the division's performance with respect to dam development by considering

(1) the percentage change in total inventory and use authorization;

(2) the average processing time of authorization.

(f) The legislature intends to measure the success of the Division of Mining and Water

Management in achieving the mission set out in (a)(2) of this section when measuring the division's performance with respect to ownership by considering

(1) water rights and authorizations with complaints compared to total water rights and authorizations by type, such as residential, municipal, business, federal reserved water rights, and instream flows;

(2) the percentage of resource development projects applying for water permits receiving permits within appropriate time frame.

(g) The legislature intends to measure the success of the Division of Mining and Water Management in achieving the mission set out in (a)(2) of this section when measuring the division's performance with respect to data by considering the percentage of

(1) data requests satisfied within appropriate time frame, where data is available;

(2) times data is compatible with other users.

*** Sec. 109. DNR - Division of Geological and Geophysical Surveys.** The mission of the Division of Geological and Geophysical Surveys is to determine

(1) the potential of Alaska land for production of metals, minerals, fuels, and geothermal resources;

(2) the locations and supplies of groundwater and construction material;

(3) the potential geologic hazards to buildings, roads, bridges, and other installations and structures.

*** Sec. 110. DNR - Division of Parks and Outdoor Recreation.** The mission of the Division of Parks and Outdoor Recreation is to provide

(1) outdoor recreation opportunities and conserve and interpret natural, cultural, and historic resources; and

(2) services designed to encourage the development of local park and recreational facilities and programs.

Article 14. Department of Public Safety.

*** Sec. 111. Department of Public Safety.** The mission of the Department of Public Safety is to ensure and maintain a safe, orderly, and positive environment in the state. This commitment is delivered through statewide police, resource protection, emergency response, fire safety, and other vital public safety services.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Natural Resources

Appendix Q

DNR Actual Operating Budget Totals 1999

Agency Totals - FY00 Operating Budget

Agency: Department of Natural Resources

	FY98 Act	FY99 CC	FY99Auth	Gov Amd	House	Senate	ConfComm	FY99Auth to ConfComm	
Totals for Agency	86,682.2	63,521.4	64,468.2	67,280.6	65,607.6	64,836.8	64,986.8	518.6	0.8%
Objects of Expenditure:									
Personal Services	48,633.4	42,104.6	42,463.5	43,478.3	43,006.0	41,636.6	42,634.5	171.0	0.4%
Travel	1,172.1	1,240.1	1,280.3	1,304.0	1,312.0	1,232.2	1,235.2	-45.1	-3.5%
Contractual	30,287.5	16,634.6	17,247.9	19,244.5	19,156.6	19,064.4	19,139.9	1,892.0	11.0%
Commodities	4,329.1	2,313.0	2,320.6	2,530.2	2,477.6	2,475.6	2,477.6	157.0	6.8%
Equipment	2,079.7	865.3	865.3	698.6	698.6	698.6	698.6	-166.7	-19.3%
Lands/Buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%
Grants, Claims	180.4	290.6	290.6	25.0	25.0	25.0	25.0	-265.6	-91.4%
Miscellaneous	0.0	-126.8	-0.0	0.0	-1,068.2	-497.6	-1,224.0	-1,224.0	%
Funding Sources:									
1002 Fed Rcpts	12,380.4	10,685.3	10,693.7	11,429.3	11,429.3	11,429.3	11,429.3	735.6	6.9%
1003 G/F Match	407.0	407.9	409.4	409.4	409.4	409.4	409.4	0.0	0.0%
1004 Gen Fund	51,950.8	31,272.8	31,598.3	32,049.8	30,114.5	28,998.6	29,220.1	-2,378.2	-7.5%
1005 GF/Prgm	7,297.5	7,437.0	7,529.3	7,829.3	7,321.3	7,379.3	7,157.8	-371.5	-4.9%
1007 I/A Rcpts	5,349.6	2,305.2	2,314.6	4,174.1	4,165.8	4,174.1	4,174.1	1,859.5	80.3%
1018 EVOSS	1,425.2	2,112.6	2,114.0	2,114.0	2,114.0	2,114.0	2,114.0	0.0	0.0%
1021 Agric Loan	1,477.9	1,780.8	1,785.4	1,785.4	1,785.4	1,785.4	1,785.4	-0.0	-0.0%
1053 Invst Loss			51.5	-0.0	-0.0	0.0	-0.0	-51.5	-100.0%
1055 IA/OIL HAZ	115.7	64.5	64.5	82.5	82.5	82.5	82.5	18.0	27.9%
1061 CIP Rcpts	2,685.1	3,016.1	3,028.9	2,427.6	2,427.6	2,427.6	2,427.6	-601.3	-19.9%
1066 Pub School			432.5	0.0	0.0	0.0	0.0	-432.5	-100.0%
1092 MHTAAR	661.3	890.0	892.1	938.5	892.1	892.1	892.1	0.0	0.0%
1105 PFund Rcpt					600.0	1,044.3	1,044.3	1,044.3	%
1108 Stat Desig	2,931.7	3,549.2	3,554.0	4,040.7	4,265.7	4,100.2	4,250.2	696.2	19.6%
Positions:									
Perm Full Time	555.0	556.0	556.0	578.0	569.0	559.0	569.0	13.0	2.3%
Perm Part Time	240.0	247.0	247.0	243.0	243.0	243.0	243.0	-4.0	-1.6%
Non-Perm	815.0	816.0	816.0	78.0	78.0	78.0	78.0	-738.0	-90.4%

Component Summary - FY00 Operating Budget

Agency: Department of Natural Resources

Page	Budget Component	FY98 Act	FY99 CC	FY99Auth	Gov Amd	House	Senate	ConfComm	FY99Auth to ConfComm	
	Management and Administration									
1	Commissioner's Office	661.3	495.7	507.5	583.7	507.5	507.5	507.5	0.0	0.0%
2	Administrative Services	2,166.5	2,096.1	2,103.8	2,103.8	2,103.8	2,103.8	2,103.8	0.0	0.0%
3	Trustee Council Projects	1,425.2	2,112.6	2,114.0	2,114.0	2,114.0	2,114.0	2,114.0	0.0	0.0%
4	Unallocated Reduction						-448.4	-448.4	-448.4	0.0%
	* BRU Total	4,253.0	4,704.4	4,725.3	4,801.5	4,725.3	4,276.9	4,276.9	-448.4	-9.5%
	Information/Data Management									
5	Recorder's Office/UCC	2,272.3	2,299.1	2,314.3	2,614.3	2,306.3	2,314.3	2,314.3	0.0	0.0%
6	Information Resource Mgmt.	2,326.9	2,432.1	2,441.3	2,632.5	2,382.5	2,407.5	2,407.5	-33.8	-1.4%
7	Interdept. DP Chargeback	334.9	353.1	353.1	498.4	523.1	531.4	531.4	178.3	50.5%
	* BRU Total	4,934.1	5,084.3	5,108.7	5,745.2	5,211.9	5,253.2	5,253.2	144.5	2.8%
	Resource Development									
8	Oil & Hazardous Waste Spill Rs	119.4	68.5	68.5	86.5	86.5	86.5	86.5	18.0	26.3%
9	Mental Health Lands Admin	661.3	890.0	892.1	938.5	892.1	892.1	892.1	0.0	0.0%
10	Development - Special Projects	498.1	500.0	500.0	500.0	500.0	500.0	500.0	0.0	0.0%
11	EFF Non-Emergency Projects		250.0	250.0	250.0	250.0	250.0	250.0	0.0	0.0%
	* BRU Total	1,278.8	1,708.5	1,710.6	1,775.0	1,728.6	1,728.6	1,728.6	18.0	1.1%
	Land Development									
12	Land Development	8,130.3	7,720.1	8,334.7	8,189.2	7,639.0	7,180.7	7,705.7	-629.0	-7.5%
	* BRU Total	8,130.3	7,720.1	8,334.7	8,189.2	7,639.0	7,180.7	7,705.7	-629.0	-7.5%
	Forest Management and Development									
13	Forest Management & Develop	9,579.0	8,831.2	8,885.9	8,623.3	8,423.3	8,623.3	8,448.3	-437.6	-4.9%
	* BRU Total	9,579.0	8,831.2	8,885.9	8,623.3	8,423.3	8,623.3	8,448.3	-437.6	-4.9%
	Oil and Gas Development									
14	Oil & Gas Development	4,402.1	4,374.3	4,414.6	4,589.6	4,389.6	4,289.6	4,289.6	-125.0	-2.8%
15	Pipeline Coordinator	2,945.0	3,340.0	3,346.5	3,665.0	3,665.0	3,665.0	3,665.0	318.5	9.5%
	* BRU Total	7,347.1	7,714.3	7,761.1	8,254.6	8,054.6	7,954.6	7,954.6	193.5	2.5%
	Mining, Geological, Water Development									
16	Mining Development	2,870.9	1,995.7	2,028.0	2,053.0	2,003.0	2,003.0	2,003.0	-25.0	-1.2%
17	Geological Development	2,702.0	4,041.0	4,048.3	3,855.5	3,855.5	3,855.5	3,855.5	-192.8	-4.8%
18	Water Development	1,043.5	1,217.9	1,223.1	1,223.1	1,088.1	1,098.1	998.1	-225.0	-18.4%
	* BRU Total	6,616.4	7,254.6	7,299.4	7,131.6	6,946.6	6,956.6	6,856.6	-442.8	-6.1%

Component Summary - FY00 Operating Budget

Agency: Department of Natural Resources

Page	Budget Component	FY98 Act	FY99 CC	FY99Auth	Gov Amd	House	Senate	ConfComm	FY99Auth to ConfComm	
	Parks and Recreation Management									
19	State Historic Preservation	1,163.0	1,252.4	1,256.4	1,256.4	1,256.4	1,256.4	1,256.4	0.0	0.0%
20	Parks Management	5,921.5	5,481.2	5,500.1	5,533.3	5,533.3	5,542.8	5,542.8	42.7	0.8%
21	Parks Access	2,098.5	1,818.3	1,827.2	2,503.6	2,503.6	2,503.6	2,503.6	676.4	37.0%
	* BRU Total	9,183.0	8,551.9	8,583.7	9,293.3	9,293.3	9,302.8	9,302.8	719.1	8.4%
	Agricultural Development									
22	Agricultural Development	1,632.3	1,157.2	1,159.8	1,158.4	1,183.4	1,158.4	1,058.4	-101.4	-8.7%
23	N. Latitude Plant Material Ctr	792.5	1,449.5	1,453.9	1,803.9	1,803.9	1,803.9	1,803.9	350.0	24.1%
	* BRU Total	2,424.8	2,606.7	2,613.7	2,962.3	2,987.3	2,962.3	2,862.3	248.6	9.5%
	Agr Revolving Loan Pgm Admin									
24	Agr Revolving Loan Pgm Admin	545.0	637.8	638.6	691.3	691.3	691.3	691.3	52.7	8.3%
	* BRU Total	545.0	637.8	638.6	691.3	691.3	691.3	691.3	52.7	8.3%
	Statehood Defense									
25	Citizen's Advisory Commission	92.0		93.2	-0.0	93.1	93.2	93.2	-0.0	-0.0%
26	RS 2477 Assertions & Litigatio	115.0	115.0	115.0	115.0	115.0	115.0	115.0	0.0	0.0%
	* BRU Total	207.0	115.0	208.2	115.0	208.1	208.2	208.2	-0.0	-0.0%
	Facilities Maintenance									
27	Facilities Maintenance				1,100.0	1,100.0	1,100.0	1,100.0	1,100.0	%
28	Fbks. Office Bldg. Chargeback	103.6	103.6	103.6	103.6	103.6	103.6	103.6	0.0	0.0%
	* BRU Total	103.6	103.6	103.6	1,203.6	1,203.6	1,203.6	1,203.6	1,100.0	1061.8%
	Statewide Fire Suppression									
29	Fire Suppression	32,080.1	8,469.0	8,494.7	8,494.7	8,494.7	8,494.7	8,494.7	-0.0	-0.0%
	* BRU Total	32,080.1	8,469.0	8,494.7	8,494.7	8,494.7	8,494.7	8,494.7	-0.0	-0.0%
	*** Total Agency Expenditure	86,682.2	63,521.4	64,468.2	67,280.6	66,607.6	64,836.8	64,986.8	518.6	0.8%
	Federal Funds	12,380.4	10,685.3	10,693.7	11,429.3	11,429.3	11,429.3	11,429.3	735.6	6.9%
	General Funds	59,655.3	39,117.7	39,537.0	40,288.5	37,845.2	36,787.3	36,787.3	-2,749.7	-7.0%
	Other Funds	14,646.5	13,718.4	14,237.5	15,562.8	16,333.1	16,620.2	16,770.2	2,532.7	17.8%

R

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Natural Resources

Appendix R

DNR Division Mission Statements

Parks

Parks Management—GF 3464.5/GFPR 1,947.3/ I/A 74.3/ SDFR 56.7 Total $5,542.8

Maintain Park Facilities
- Deferred maintenance—staff months (fix when fall apart)
- Clean facility—Janitorial contracts

Law Enforcement and search and rescue
Collect Park Fees
Manage Volunteer program
Issue permits to commercial operators
Public Education/information-Displays, Brochures, Jr. Park Ranger Program, Presentations
Contract Operation of Selected Parks—manage contracts
Support Local Park Advisory Boards—public meetings

Park Access-fed 622.7/I/A 871.9/CIP 1009.0 Total $2,503.6

Upgrade Park Facilities-planning in house construction contracted
Park Development Planning
Federal Symms Trail Grants
Support Alaska Trail System—site plans, comprehensive plans site development

Historic Preservation—Fed 332.3/GFMatch 285.5/I/A 224/CIP 414.6 Total $1,256.4

Forest Management and Development--Fed 1,141.0/ GF 6961.9/GFPR14.8/ I/A 49.9/ CIP 280.7 Total $8,448.3

Forest Management 4.7 million acres of productive forest land

Stumpage fees FY 99 $1.2 million
Design, offer, and administer timber sales
Reforest harvested areas—survey acreage, scarify acres, collect spruce cones, plant trees (all contractual)
Monitor private acres
Maintain & enhance forest health & wildlife habitat—controlled burning and habitat manipulation
Forest Planning-State forest mgmt plans, 5 year use plans, public communications

Cooperative Forestry Program

Provide technical forestry assistance to public, municipalities, landowners- forest stewardship plans, insect/disease forestry assistance, technical assistance to mill owners, loggers, public, private & municipal contracts
Support statewide and local forestry groups—information, grants, public meetings (federal)
Support rural Community Fire Protection—Local Fire Dept grants
Survey and research insect/disease problems—annual disease survey and publication

Forest Practices

Review Plans of operations on private municipal, and non DNR state land—documentation harvest/road plans are compatible
Field inspections on private, muni and non-dnr land –document compliance and approve/deny harvest of variation trees
Monitor operations to ensure that FRP is implemented and effective
FRP Training—landowners and timber operators
FRP enforcement—directives, notices of violations, stop-work orders and fines

Preseppression

Provide training in Incident Command systems- emergency fire fighters, crew boss training, safety training
Certify fire fighter—red card training
Strengthen local/state/fire response—provide excess federal property
Fire fighting readiness-pre-position personnel, inspections, equipment inventory, contracted fire support
Activate aviation fuel sites, helibases. Conduct fire readiness inspections
Provide for joint fire response—VFD trained, interagency fire courses
Promote fire prevention—publications, news bulletins, school appearance, public meetings
Reduce loss of structures—defensible space workshop
Develop and maintain interagency fire management plan

Fire Suppression—Fed 5,319.6/ GF 3,175.1 Total $8,494.7

Rapid and aggressive response to wildland fires consistent with the plan-personnel, communications, logistics, warehouse and aviation

Implement cooperative agreements with local structural fire fighting organizations

Develop and maintain wildland fire information—weather reports, fuel conditions, local, regional and national fire situations

Contract with local business for equipment and personnel—fire equipment, fixed-wing aircraft and helicopters, commodities and services. Avgas. Jet fuel. aircraft maintenance and retardant.

Mining and Water—FED 697.8/ GF Match 123.9/GF 738.5/ I/A 96.4 Total $2,003.0

Mineral Property Management

Establish and maintain property right records-claims, prospecting sites, property transfers, mineral lease disposal sales(50,000 claims and leasehold locations; 10,000 prospecting sites; 60 upland mining leases; 36 coal leases; 53 offshore prospecting permits; 8 offshore mining leases)

Manage and ensure rental and royalty revenue owed is received—annual filings, labor requirements, coal leases, exploration incentive credits applications

Coal Surface Mining-abandoned mine land

Eliminate public hazards at abandoned mines—contract for services in this area—federal funds

Large Mine Permitting

Issue Mining permits—feasibility discussions and permitting

Permit compliance—inspections

Coal Surface mining regulatory

Issue Mining permits—existing, new; explorations

Permit compliance—inspections etc

General Mine Permitting—Placer Mines

Issue permits

Administer the reclamation bond pool

Inspections

Water Development—FED 21.5/ GF 661.0/ GFPR 135.1/ I/A 180.5 Total $998.1

Hydrologic support-water permits

Hydrologic investigation/ report and data collection

Technical assistance well logs

Dam inspections and permitting

Division of Land—Fed 49.8/ GF 5,052.4/GFPR 1,656.8/ I/A 512.7/ CIP 70.9/SDPR 363.1 Total $7,705.7

Facilitate use and settlement

Material Sales—gravel sales for drilling pads and roads

Leases—industry support facilities; setnet fishing sites, shellfish farmsites; roads and docks for timber And mining industry and log transfer sites; boat launches, ramps and docks

Permits—guide camps, ski areas, floating lodges

Rights-of-way—oilfield gathering lines; roads and communications

Title reports for oil and gas leasing

Appraisals—contract appraisals, reviewed in-house

Review survey plats

Temporary use permits of state land

Convey land to municipalities

Convey tidelands to municipalities

Maintain land sale contracts

Land sales to private citizens—contract for surveys and appraisals

Improve effectiveness of public information

PIC-receive land payments, recreations cabin reservations, land status maps etc

Manage LDAs and Special Use areas—over 8 million acres

Review planting actions in unorganized borough, ACMP reviews

Site Specific plans to allocate uses of state land

Process mineral order requests
Secure clear title from BLM etc
Assert and defend state interests—native allotment actions by BLM; BLM ANSCA decisions and 17 (b) easements, complete title reports to determine ownership and 3rd party rights; issue conveyances;
Maintain land title records—mining industry etc

RS 2477/Navigability Assertions and Litigation Support—GF 115.0
Ensure state rights of access to and along public waterways—review federal and local management actions
Assert RS 2477 rights

Joint Pipeline Office-FED 165.0/ GFPR 429.9/ I/A 58.5/ SDPR 3011.6 Total $3,665.0

Manage leases, amendments and renewals on petroleum pipeline infrastructure
Permit and authorize material sales and construction plans
Monitor construction and maintenance by surveys, engineering reports and assessments
Public meetings, briefings, interviews, etc—outreach

Agriculture

Agricultural Development—FED 219.4/ GFPR 145.8/ I/A 57.5/ ARLF 636.7 Total $1,058.4
Land Disposal-contract appraisals
Manage Title 38 land—29 grazing leases, land use permits
Inspections—military produce sales, meat grading, grain and egg grading, bee pest control
Marketing—marketing assistance to 520 farms, Alaska Grown
Soil and Water Conservation—review of plans and support to local Soil and Water Districts

Ag Revolving Loan Fund—ARLF 638.6/ CIP 52.7 Total $691.3
Process loans
Manage loans
Collect delinquencies, settlements
Manage assets—inspections, leases use permit
Collateral inspections—report condition to the Board

Plant Material Center-FED 1153.4/ GFPR 14.4/ I/A 66.2/ ARLF 511.1/ SDPR 58.8 Total $1,803.9
Produce breeder and foundation seed—new and traditional crops
Develop and transfer new technology
Assist govt agencies with botanical and ag advice—land restoration/erosion control, demonstration areas

Geological Development—Fed 1,454.7/ GF 2,051.3/ GFPR 54.9/ CIP 84.6/ SDDPR 210.0 Total $3,855.5

Geologic Data development—hazards maps/reports, volcano information updates and instrumented
Generate new mineral data—field information gathered; some analysis is contracted (radiocarbon, isotope)
Geologic communication of Alaska mineral, oil and gas, coal and construction materials through maps, reports, Annual mineral industry reports
Archive and maintain oil, mineral and coal related geologic reference materials
Generate new commercial energy geologic date-map new areas of the state to encourage development
Generate new information in rural areas to promote rural energy creation—shallow gas deposits etc.

Oil and Gas-Fed 91.9/GF 3084.3/ GFPR 48.5/ I/A 5.5/ CIP 15.1/ PF 1044.3 Total $4,289.6
Oil and Gas Lease Sales
Oil and Gas exploration licenses
Manage oil and gas rights—monitor compliance with leases; permit and approve plans, field visits, seismic exploration permits, plans for drilling and exploration activity
Form new units and manage existing units
Collect revenue—audit industry revenue determinations and confirm value determinations
Convey oil and gas rights—best interest findings, lease and licenses, Royalty in Kind contracts

Promote oil and gas development—technical studies, Assistance to industry and public
Maintain historical information
Baseline data collection—contractual as needed
Resource evaluations

LRIS—Fed 160.2/GF 1766.9/ GFPR 49.6/ I/A 180.8/ CIP 250.0 Total $2,407.5

Provides all computer related data base development, connectivity, network support, and communications
Graphic public land record,
historical land record storage. retrieval and management data:
email, file sharing, security, user support;
revenue and billing system (oil and gas, mining, land sales etc);
Geographic Information system on-line data bases (resource analysis, inventory maps for oil and gas, mining claims, land sales, ROWs etc)
oil and gas royalty accounting ;
recorders office system;
fire reporting system-tracks status of forest fires & resources assigned to fires
emergency fire fighter payroll
mining claims and land ownership maps—18,000 land ownership & transaction maps
parks cabin reservation system
RS2477 database
Forest Health Atlas
Custom Mapping capabilities
LDA/Borough Boundary Records

Recorders Offices-14 rural and urban communities $2,314.3 GFPR operating; $2.2million to the general Fund

Examine, record/file, receipt and process original documents-deeds, mortgages, liens, tax liens, mining documents, powers of attorney—200,000 documents
Maintain and update grantor/grantee and location indices for retrieval of documents
Provide searches and copies of recorded and filed Uniform Commercial code documents
Return original documents to customers
Assist customers in use of library facilities
Maintain permanent archival record to preserve the history of land transactions in Alaska
Offices in FBKS, Nome, Bethel, Anchorage, Palmer, Kenai, Kodiak, Homer, Juneau, Sitka and Ketchikan.
Court systems staffs office in Valdez, Glennallen and Seward.

Mental Health Trust Authority—MHTAAR 892.1

Lease, sell, permit rights-of-way, contract for land use
Manage assets
Inspect land
Monitor contracts, leases etc

Administrative Services-GF 1,540.2/I/A 563.6 Total $2,103.8

Process payroll
Receipt revenue
Vendor payments
Revenue billing (federal government, other entities)
State Financial reports
IRS 1099s
Budgets
Financial Status Reports

Procurements
Property Inventory
Employee Management

Trustee Council Projects—EVOSS $2,114.0

Data Process Chargeback—GF 353.1/ I/A 128.3/ SDPR 50 Total 531.4
Amount paid to the Department of Administration for mainframe computer, statewide network and telecommunications

Oil and Hazardous Waste Spill Response Program—I/A/Oil Haz 82.5

Development Special Projects—SDPR 500.0
Special projects such as large mine development that are funded exclusively by industry

Emergency Firefighters Non-Emergency Projects—CIP 250.0

Citizens's Advisory Commission of Federal Areas—GF 93.2
This program was identified for deletion in response to the legislature's unallocated reduction

Facilities Maintenance—I/A 1,100.0

Fairbanks Office Building Chargeback—GF 103.6
Support to DOTPF for maintaining DNR State office

Commissioner's Office—GF 507.5

Unallocated Reduction—GF ($448.4)
Reduction in general funds not specifically identified by the Legislature

Revenue Source abbreviations used

Fed—Federal receipts
G/F Match—general fund match required to access federal funds
GF—general fund-taxes and royalties from all sources
GF/PR—general fund program receipts—user fees, sales etc
I/A—Interagency receipts—when one agency contracts with another for a particular purpose
EVOSS-Exxon Valdez
ARLF—Agricultural Revolving Loan Fund
IA.OIL HAZ-- $.03 tax on barrels of oil produced deposited in special fund
CIP—Capital Improvement Project costs
MHTAAR-Mental Health Trust funds
PF-Permanent Fund Receipts
SDPR-statutory designated program receipts—those funds from third parties that pay for a discrete service such as special development projects

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Natural Resources

Appendix S

Information and Data Management Attachments

Attachment 1

Alaska State Legislature

July 22, 1998

Mr. Nico Bus
Administrative Services Manager
Department of Natural Resources
400 Willoughby Avenue, 4th Floor
Juneau. Alaska 99801-1724

Dear Mr. Bus:

Thank you for informing us about the Department's plan to phase out the State Recorder's contractor for computerizing the Recorder/UCC index systems and phasing in an in-house system. We appreciate your letting us know about this but we do not acquiesce to this plan for several reasons which will become apparent at our next round of hearings.

We believe we've been clear that legislative funding for the Recorder's Office enhancements is conditional on maintaining reliance on private sector services. The direction we prefer to go is towards privatization, not toward governmental centralization. The Department's current course of action is contrary to what you indicated to us. We will deal with this matter in an oversight hearing and during the budget process in the next regular session.

Yours truly,

Rep. John J. Cowdery | Rep. Con Bunde | Rep. Norm Rokeberg

Rep. Eldon Mulder | Rep. Vic Kohring | Rep. Joe Ryan

Sen. Loren Leman | Rep. Jerry Sanders | Sen. Jerry Ward

Sen. Gary Wilken | Sen. Randy Phillips | Senator Robin Taylor

ATTachment 2 - page 1

DNR Y2K Network Upgrade for Recorder's Office

FY1999 Request: $225,000
Reference No: 32333

APrAL: Allocation
Historical Category: Development
Location: Statewide
Election District: Statewide
Estimated Project Dates: 7/1/1998 - 12/31/1999
Appropriation: Y2K Project Office

Project Type: Information Systems

Contact: Nico Bus
Contact Phone: (907)465-2406

Brief Project Summary and Statement of Need:
Purchase of hardware and software for Recorder's Office to replace equipment dedicated to SNA transmission. This is necessary to keep the Recorder's Office Y2K critical system operational, as DOA is dropping dedicated SNA support beginning 7/1/99.

Funding Request:

	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	Total
CBR Fund	$225,000						$225,000
Total:	$225,000	0	0	0	0	0	$225,000

☐ State Match Required	☑ One-Time Project	☐ Phased Project	☐ On-Going Project
0% = Minimum State Match % Required		☐ Amendment	☐ Mental Health Bill

Operating & Maintenance Costs:

	Amount	Staff
Operating Impact in FY1999:	0	0
One-Time Startup Costs:	0	
Additional Estimated Annual O&M:	0	0

Additional Information / Prior Funding History:

Attachment 2 - page 2

DNR Y2K Network Upgrade for Recorder's Office Cont.

Recorder's Office Year 2000 Network Upgrade

This CIP Project will purchase hardware and network connections needed to run the Recorder's Office System on the statewide WAN using TN3270 emulation. Recorder's Office equipment dedicated to SNA transmission must be replaced. This change is required to keep this Y2K critical system operational.

These purchases are required to keep the Recorder's Office System operational through the year 2000. The Department of Administration is dropping dedicated SNA support beginning July 1, 1999. This policy change by DOA will eliminate redundant systems and eliminates hardware that is not Year 2000 compliant. DNR must replace the SNA hardware and network connections used by the Recorder's Office System. The change will result in a year 2000 compliant network setup for the Recorder's Office System.

If not funded this mission critical Y2K application will not be ready for the year 2000. In addition, proposed rate increases for SNA service may be too expensive to operate in remote offices. This would effectively close those offices.

What is the purpose of the project?

This project will eliminate the SNA network used by the Recording Office and replace it with TN3270 emulation on the statewide WAN.

How does this project solve the agency's Y2K problems?

The Recorder's Office System has been identified as a mission critical system for the Year 2000. The Department of Administration has directed departments to migrate off SNA and begin using TN3270 to improve service (faster response time) and to reduce telecommunication costs by eliminating the dual data circuits required supporting both services. The projected increase in costs to continue using SNA is expected to put the system at risk due to the proposed increased costs for SNA services.

Is this request on your agency's Y2K work plan?

Yes. The task described is rewriting the Recorder's Office System. This is a subtask of that project.

Has this project been previously approved by TIC/TAC?

No.

Project cost past/present/future?

Historically, SNA has only cost the department between $15,000 and $25,000 per year for the Recorder's Office System. Circuit costs for SNA were included in DOA's rate structure for all departments. With SNA usage falling, circuit costs for SNA usage will only be applied to those departments using SNA. DNR will be expected to help pay for circuit costs of $6,000 to $9,000 per month to each remote site in the state using SNA. This will eventually increase DNR's chargeback costs by $10,000 to $30,000 per month unless the conversion to TN3270 is made. Actual costs will be dependent on the number of other departments continuing to use SNA and the cost of each SNA circuit. Under TN3270, the chargeback costs now being incurred will continue.

Is this a new systems development project, upgrade, or enhancement?

It is a system upgrade. The conversion to the wide area network will be coordinated with other state agencies active in the remote office cities.

What specific hardware/software/consulting/etc. will be purchased?

The following costs will be incurred to install network hardware and PCs into seven Recording Offices. Three of the offices

Attachment 2-page3

DNR Y2K Network Upgrade for Recorder's Office Cont.

already have access to existing routers, DSUs, and data circuits. The offices being upgraded are Ketchikan, Sitka, Nome, Kodiak, Homer, Palmer, and Bethel. This funding request will also replace SNA terminals and printers in Fairbanks, Anchorage, Juneau, and Kenai.

Projected Costs	
Routers (4 @ $3,100)	$12,400
3500 Codex DSUs (4@ $540)	$2,160
Total Project Data Install Costs	$2,000
Contract to run cable at 7 offices	$7,000
WAN Install Fee (7 * 1,979)	$13,853
IP Address Fee (7 * 100)	$700
Projected Installation Labor - (Step 18) * 50 days)	$13,820
Per Diem	$2,500
Air Fare	$4,000
PCs and Printers (65 total)	$162,500
Total	$220,933

How will service to the public improve if this project is funded?

System response time at public access terminals will improve from 10 to 20 seconds to less than 5 seconds in most offices. Data entry on the new system will be faster because of the WAN's speed. Delays in posting recordings will be reduced or eliminated giving the public access to the most current information nearly immediately.

How does project fit into the department's long-range technology plans?

The department has been working to eliminate SNA usage for three years. Nearly 350 terminals have already been converted Conversion to TN3270 and WAN usage is a shared technology goal for DNR and DOA. This upgrade is in line with state goals to prepare for the Year 2000 and to connect to the state mainframe using the WAN.

How does this project fit into the technology goals of the Knowles/Ulmer administration? (They are: Improve public access to information; Maximize service to the public through voice, video and data systems; Optimize government efficiencies; Explore innovative and cost-effective services that meet Alaska's challenges; Stimulate the development of private and public services.)

System response time at public access terminals will improve from 10 to 20 seconds to less than 5 seconds in most offices. Data entry on the new system will be faster because of the WAN's speed. Delays in posting recordings will be reduced or eliminated giving the public access to the most current information nearly immediately.

Does this project affect the way in which other public agencies will conduct their business?

State offices that purchase access to Recording Office information will now be able to access the information online from DNR at no cost other than the existing chargeback fees assessed by DOA. This will reduce their costs and give them improved access to the information found in the Recording Office System.

What, if any, impacts are anticipated to ITG services?

This should reduce costs for ITG and the state by allowing SNA circuits to be deactivated eliminating duplicate costs with TN3270 services.

What happens if the project is not approved?

DNR's limited funding availability will delay completion of this project for several years. This will increase telecommunication costs incurred by the state as duplicate services continue to be purchased to support TN3270/WAN services and SNA. Potential closure of remote recording offices if billing rates become exceptionally high.

Attachment 3

10/22/99 RECORDING OFFICE STATISTICS 1

DOCUMENT COUNT BY MONTH WITHIN FISCAL YEAR

ALL DISTRICTS PLUS UCC CENTRAL COMBINED

FIS-YR	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
1973	6757	8628	7289	7745	8627	7006	7002	5825	6982	7423	8674	8617	90575
1974	9289	9455	7833	8387	7285	5980	6737	6044	6942	8974	11223	10093	98242
1975	10567	10819	9860	9671	8373	8280	7299	6918	7950	10485	10655	11560	112437
1976	12066	12298	12392	11846	11719	10242	8583	7922	10933	10930	11592	13155	133678
1977	12633	13972	15659	13382	13176	11766	10338	9463	13267	12892	14077	16028	156653
1978	14120	16270	15926	16647	17747	15088	12758	10374	14519	12473	16512	16786	179220
1979	15077	18481	18846	19591	15329	14401	13491	10118	11432	12512	13514	12690	175482
1980	12911	15762	13675	16570	12132	12665	10173	10034	10469	16373	12987	12817	156568
1981	13037	14271	14452	18719	12465	14324	11544	10415	13630	15257	14277	18965	171356
1982	17165	17582	22070	18492	16669	15689	12304	11382	15845	15825	13805	18391	195219
1983	15469	16779	17313	17216	18292	17789	15474	14497	17857	20298	19269	22117	212370
1984	22028	25056	23193	23922	23880	23131	19706	18228	20151	20812	24026	22322	266455
1985	22220	24727	19485	24254	22596	19641	18759	16534	17622	20230	21588	20070	247726
1986	21525	21075	20057	21579	19747	20117	17137	15344	15970	18881	19142	19852	230426
1987	22478	22128	21043	21259	19596	21379	19165	18071	18308	20258	17749	18894	240328
1988	18080	18277	17422	19205	17302	15843	13579	14740	17044	18147	16980	17402	202021
1989	16523	18185	18928	19179	20300	19234	16256	16379	16960	16300	17390	16281	211915
1990	14391	17072	14938	15948	15764	14428	14534	12367	14058	14680	14576	14288	177044
1991	14134	15017	13771	16222	12897	12345	11971	10113	12308	13718	14241	13995	160732
1992	14970	15208	13089	15998	12964	15106	13053	10794	12821	14457	13789	15342	167591
1993	14144	13905	14454	15269	14375	15144	11813	12336	15551	16142	15526	18657	177316
1994	17637	18225	17757	19055	19600	19418	18355	16267	19209	20104	20750	18743	225120
1995	16453	17793	15848	15444	14523	15330	13456	12417	14812	12658	15499	16628	180861
1996	14660	17521	16042	17121	15598	14829	13771	13620	14148	16030	17540	15934	186814
1997	17512	17358	15549	17056	15863	17683	14199	11926	14275	17285	17459	17866	194031
1998	17993	17399	18138	19728	19289	17999	14730	14398	16853	19418	19635	21128	216708
1999	20234	21139	19092	22074	20683	21349	17712	17111	20119	19166	17069	19514	235262
2000	19648	18617	18435	12718	0	0	0	0	0	0	0	0	69418

Attachment 4

Volume/Revenue Comparison

Volume

LOCATION	FY95	FY96	FY97	FY98
JUNEAU	9,588	10,271	10,444	10,033
KETCHIKAN	7,525	7,747	7,447	7,915
SITKA	2,494	2,479	2,222	2,441
ANCHORAGE	68,265	67,693	69,457	80,903
KODIAK	3,240	2,998	3,027	3,080
SEWARD	2,235	2,491	2,551	2,250
HOMER	4,786	5,154	5,104	5,275
VALDEZ	1,864	1,837	1,780	1,425
KENAI	9,970	10,744	10,619	11,547
PALMER	19,928	22,302	23,719	26,919
CHITINA	1,337	1,358	1,033	1,394
BETHEL	2,998	3,102	3,215	3,103
NOME	1,595	2,014	2,137	2,306
FAIRBANKS	29,796	31,841	36,343	42,095
SUBTOTAL	165,621	172,031	179,098	200,686
UCC CENTRAL	22,913	21,146	20,801	20,741
TOTAL	188,534	193,177	199,899	221,427
STAFFING FTE*	38.75	38.75	38.75	37.75
DOCS/EMPLOYEE	4,865	4,985	5,159	5,866
% INCR OVER FY95		2.5%	6.0%	20.6%

Revenue

LOCATION	FY95	FY96	FY97	FY98
JUNEAU	$164,275	$187,019	$189,696	$188,626
KETCHIKAN	$129,793	$135,881	$129,148	$145,424
SITKA	$41,340	$41,377	$36,473	$42,549
ANCHORAGE	$1,160,759	$1,175,794	$1,212,020	$1,516,953
KODIAK	$53,164	$50,874	$51,455	$56,007
SEWARD	$34,265	$38,582	$39,303	$41,864
HOMER	$93,486	$90,301	$93,729	$100,681
VALDEZ	$25,145	$24,558	$32,255	$23,904
KENAI	$166,090	$184,127	$180,364	$205,861
PALMER	$343,442	$390,626	$416,373	$497,224
CHITINA	$19,708	$18,824	$18,488	$23,452
BETHEL	$39,774	$41,903	$44,118	$42,169
NOME	$23,810	$29,842	$32,524	$37,193
FAIRBANKS	$509,768	$547,389	$626,995	$754,150
SUBTOTAL	$2,804,819	$2,957,097	$3,102,941	$3,676,057
MISC FEES	$381,240	$415,036	$416,848	$539,645
UCC CENTRAL	$250,017	$230,750	$228,465	$224,937
TOTAL	$3,436,076	$3,602,883	$3,748,254	$4,440,639
OPERATING BUDGET	$2,311,000	$2,311,000	$2,265,900	$2,274,100
"PROFIT"**	$1,125,076	$1,291,883	$1,482,354	$2,191,539

(Note: Statistical information principally taken from Motznik database; does not reconcile with Revenue and Billing statistics due to varying R&B cutoff dates and other adjustments.)

* Staffing numbers exclude Archives and Admin personnel but include office supervisors who assist with front line recording as needed.

**Lease expense paid by DOA not included in calculation.

ADDITIONAL EXPLANATION FORM

AGENCY NATURAL RESOURCES

BRU INFORMATION/DATA MANAGEMENT

COMPONENT RECORDER'S OFFICE/UCC #802

FY00

0000131

MEMORANDUM

STATE OF ALASKA

Department of Natural Resources

Support Services Division

Attachment 5

TO: Connie Nesgoda, Budget Analyst
Office of the Governor – Budget Review

DATE: February 12, 1999

FILE NO:

TELEPHONE: 465-2406

FROM: Nico Bus
Administrative Service Manager

SUBJECT: FY99 Recorder's Office Supplemental $92.0 GF PR

The Recorder's/UCC component is seeking FY99 supplemental funding in the amount of $92.0 in Program Receipts in order to address increased expenditures associated with a significantly larger workload during this fiscal year (see attached statistics). For the first six months of the current fiscal year, recording volumes have been setting a near record pace in recording offices throughout the state. The most significant increases have occurred in our Palmer, Anchorage and Fairbanks offices.

The component's previous high year of this decade was FY94 when low interest rates triggered an unprecedented flurry of refinance activity and inundated recording offices with more than a quarter of a million documents. If the current year activity continues on the same pace as the first six months, it is projected that recording volumes will again exceed the quarter of a million mark. Other than the isolated occurrence in FY94, the recording system has not seen such growth in recording volumes since the early 1980's. For the first six months of FY99, volumes totaled 126,974, up sharply from the 101,567 documents recorded for that time frame in FY97 and the 112,829 documents recorded for the same time frame in FY98. Some offices have experienced higher volume increases than others. For example, Anchorage recorded 47,456 documents in the first six months of FY99, up 33 per cent in the past two years!

Revenue projections, based on the first six months' activity, are expected to exceed $5 million for the first time in the component's history. The component has generated more than $2.6 million in the first six months of FY99. Year-to-date revenues are running 19 per cent over the same period of FY98, and [illegible] per cent over the first six months of FY97. In fact, the revenues generated by the component in the first six months alone exceed its entire fiscal year operational budget ($2,314.3).

Not only has the number of documents increased significantly, but the average size of recorded documents has increased 158 per cent in the past five years. This document size increase has had a dramatic impact on the component's entire operation, from the front counter processing phase (longer documents take more time to examine and record; require more paper and other resources to process conformed and certified copies) to the filming phase (longer documents require more film, more staff time, and higher processing costs) to the return of original documents to customers as required by statute (returning larger documents

AVERAGE NUMBER OF PAGES PER RECORDED DOCUMENT BY FISCAL YEAR

FIS-YR	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
1973	1.65	1.64	1.70	1.72	1.58	1.73	1.60	1.66	1.82	1.77	1.69	1.64	1.68
1974	1.57	1.68	1.59	1.68	1.73	1.75	1.81	1.92	1.80	1.77	1.60	1.64	1.69
1975	1.65	1.63	1.63	1.67	1.76	1.71	1.75	1.81	1.67	1.75	1.79	1.76	1.71
1976	1.73	1.66	1.62	1.75	1.67	2.03	1.80	1.80	1.70	1.76	1.75	1.76	1.74
1977	1.74	1.61	1.57	1.60	1.65	1.71	1.69	1.77	1.77	1.79	1.86	1.79	1.71
1978	1.76	1.75	1.68	1.64	1.81	1.80	1.77	1.72	1.70	1.79	1.71	1.77	1.74
1979	1.79	1.69	1.64	1.63	1.79	1.72	1.72	1.74	1.89	1.77	1.96	1.88	1.76
1980	1.94	1.75	1.77	1.84	1.93	1.69	1.71	1.88	1.78	1.55	1.80	1.76	1.77
1981	1.74	1.75	1.79	1.69	1.82	1.81	1.81	1.81	1.78	1.71	1.77	1.81	1.77
1982	1.79	1.76	1.60	1.82	1.90	1.90	1.87	1.85	1.76	1.86	1.94	1.87	1.82
1983	1.91	1.96	2.07	2.12	2.19	2.15	2.18	2.03	1.99	2.04	2.08	2.09	2.07
1984	1.99	2.08	2.07	2.03	1.99	1.99	2.05	2.01	2.04	2.10	2.00	2.17	2.04
1985	2.06	1.91	2.03	1.93	1.91	2.04	1.96	2.01	2.08	2.06	2.03	1.94	1.99
1986	1.95	1.97	1.89	1.94	1.93	2.07	1.99	2.03	1.98	2.01	2.16	2.14	2.00
1987	2.08	2.02	1.94	2.02	1.91	2.08	1.88	1.95	1.91	1.88	1.93	1.93	1.97
1988	1.92	1.85	1.88	1.80	1.82	1.94	1.95	1.89	1.92	1.90	1.92	2.00	1.89
1989	1.95	2.04	2.04	2.00	2.04	2.14	2.00	1.95	2.10	1.92	1.95	2.02	2.01
1990	1.99	1.88	1.92	1.99	1.90	2.06	1.93	2.00	2.02	2.07	2.16	2.38	2.02
1991	2.13	2.15	2.21	2.21	2.22	2.15	2.01	2.11	2.00	2.17	2.21	2.38	2.17
1992	2.10	2.14	2.28	2.06	2.08	1.91	2.15	2.17	2.23	2.24	2.27	2.28	2.15
1993	2.30	2.30	2.36	2.26	2.24	2.37	2.27	2.23	2.41	2.96	2.63	2.61	2.43
1994	2.64	2.62	2.66	2.54	2.58	2.77	2.51	2.57	2.51	2.45	2.43	2.26	2.54
1995	2.20	2.25	2.20	2.23	2.15	2.98	2.16	2.15	2.16	2.35	2.37	2.37	2.30
1996	2.44	2.35	2.31	2.26	2.29	2.25	2.22	2.36	2.53	2.61	2.44	2.40	2.37
1997	2.44	2.33	2.37	2.28	2.36	2.08	2.18	2.44	2.43	2.45	2.45	2.60	2.37
1998	2.50	2.53	2.43	2.51	2.15	2.48	2.55	2.82	2.79	2.85	2.87	2.81	2.60
1999	2.59	2.42	2.61	2.58	2.74	2.67	2.51	2.39	2.37	2.50	2.65	2.61	2.55
2000	2.52	2.47	2.31	2.37	.00	.00	.00	.00	.00	.00	.00	.00	2.42

Attachment 6

Attachment 7

Budget Impacts

We recently sent you an update on the Recorder's/UCC Office and its struggle to get additional funding for much needed staffing to support workload increases in Palmer and other offices. Included was a list of possible adverse impacts we may have to consider if the workload continues to increase without budgetary support.

Our operating budget is now in the hands of the House Finance Committee. The House Finance Subcommittee is seeking even deeper cuts than we had anticipated, recommending a $400,000 reduction from our FY99 authorization. With our growing workload and a budget reduction of this magnitude, one option we will have to reluctantly consider is transfer of the Palmer recording operations to Anchorage and closure of the Palmer office, in addition to one or more of the following impacts that were announced earlier:

- Reduced public hours or weekly closures of one day or more in our larger recording offices.
- Delayed reception reports and daily indexing.
- Delayed return of original documents to customers.
- Delayed completion of UCC searches.
- Delayed receipt of film images for public research.
- Delayed production of conformed and certified copies.

If the proposed reduction is allowed to stand, we would carefully evaluate each and every one of these options with our key users. Public input on our operating budget is critical if we are to avoid these types of detrimental impacts. The House Finance Committee will be considering HB50 this week and is accepting public testimony beginning today at 4 p.m.. The Legislature needs to hear YOUR opinions on our program and these potential impacts on basic service.

A listing of legislators is attached, including fax numbers. You may also send a Public Opinion Message through your local Legislative Affairs Office. Or you may e-mail your legislators, using names from the attached list, at:

Senator_First Name_Last Name@legis.state.ak.us

or

Representative_First Name_Last Name@legis.state.ak.us

Attachment 8

UPDATE ON RECORDER'S OFFICE

The FY00 operating budget for the Recorder's/UCC Office is undergoing review by the Legislature. Our focus continues to be on improving service to our customers. As you know, we recently implemented an in-house indexing system that includes many new and expanded research features requested by the public.

The FY00 budget includes a request for additional funding to enable us to continue to provide basic recording services under a rapidly growing workload. This budget request would provide additional front-line staffing for our Fairbanks, Palmer, Anchorage and Kenai offices to assist with the examination, stamping, indexing, processing and return of recorded documents. It also covers contractual and supply increases (including paper, envelopes, film and increased postage and courier costs) related to workload growth, as well as annual operating costs for our indexing system.

It is hard for us to ask for additional funding at a time when the state is facing such a massive deficit. Nevertheless, we believe that user fees from the recording system should, at the very least, be used to preserve and maintain BASIC recording services to the public. (The recording system is expected to generate excess revenues of more than $2 million this year alone.) If the workload continues to increase without budgetary support, basic services to the public will be adversely impacted during FY00 (July 1999 through June 2000). Such impacts may include the following:

- –Reduced public hours or weekly closures of one day or more in Anchorage, Fairbanks, Palmer and Kenai recording offices.
- –Delayed reception reports and daily indexing.
- –Delayed return of original documents to customers.
- –Delayed completion of UCC searches.
- –Delayed receipt of film images for public research.
- –Delayed production of conformed and certified copies.

The Legislature needs to hear YOUR opinions on our program and these potential impacts on basic service. As the Legislature contemplates our budget needs, public input will be critical in order to avoid the types of impacts noted above. You may also want to consider supporting a flexible staffing model that would enable us to more easily fluctuate staffing to respond to cyclical workflows.

A listing of legislators is attached, including fax numbers. You may also send a Public Opinion Message through your local Legislative Affairs Office. Or you may e-mail your legislators, using names from attached list, at:

Senator_First Name_Last Name@legis.state.ak.us
or
Representative_First Name_Last Name@legis.state.ak.us

Attachment 7

Voice of The Ti

The Anchorage Times

Publisher: BILL J. ALLEN

"Believing in Alaskans, putting Alaska first"

Editors: DENNIS FRADLEY, PAUL JENKINS, WILLIAM J. TOBIN

The Anchorage Times Commentary in this segment of the *Anchorage Daily News* does not represent the views of the *Daily News*. It is written and published under an agreement with former owners of *The Times*, in the interests of preserving a diversity of viewpoints in the community.

Empire building

EVER WONDER how it is that state government now spends more than $6 billion a year, when it wasn't too long ago that a few hundred million dollars was more than enough?

The explanation can be found in one word: bureaucracy. State employees who hold lifetime jobs with government are forever looking for ways to expand their jobs, their offices, their staffs, and most of all, their annual budgets.

Take for example the State Recorder's Office in the Department of Natural Resources. The bureaucrats who work there keep track of all real estate transactions, mortgages, rights of way, deeds and other public records on file with the state.

Up until the first of this year, the state paid nothing for the computer programming and processing necessary to maintain the index of all these records. The service was provided for free by an Anchorage commercial computer services company.

Motznik Computer Services had done the job since 1986, apparently without a hitch. Title companies, financial institutions and others requiring access to public records were on record being satisfied with the services Motznik provided. So was the state.

But not the chief bureaucrat of the State Recorder's Office, Sharon Young. She wanted all the computer work done in her shop, and over a number of years campaigned to take it away from the Anchorage commercial vendor. Her argument was that greater efficiencies and savings would result for the state if the process were all together under one office — hers.

So, as of the first of the year, the contract was taken away from Motznik. The result? Within weeks, the Recorder's Office submitted an urgent request for more money. It needed $300,000 to $400,000 to hire a half-dozen or more new employees. At the same time, many of the users of the public records began complaining that what previously was good service was becoming difficult.

The other day, in an urgent message to title companies and financial institutions across the state, the State Recorder asked people to call and write their legislators. She needed support for additional funds, she said, because the work was just too much now that her office had taken on the computer services that once were provided for free.

"If the workload continues to increase without budgetary support, basic services to the public will be adversely impacted," the bulletin warned. It said the public could anticipate lengthy delays in processing records unless the additional funding is provided.

So, presumably, legislators are now hearing from constituents lobbying on behalf of an increased budget and staff for the Recorder's Office.

So you can quit wondering why that $6 billion budget continues to grow.

Clinton cynical

By CHARLES KRAUTHAMMER

"[NATO] strikes continue to cause serious damage to the FRY [Serb] military and will further degrade their capability to commit atrocities against the Kosovo Albanian population."

- NATO military spokesman Giuseppe Marani, April 17.

"We are also seeing increased evidence of ethnic cleansing. . . ."

- Same spokesman, same briefing, same day, one minute later.

And you thought things got surreal during Monicagate.

If it were not so tragic, the standard Clinton/NATO line on Kosovo would be farcical. Every day they report how we are "degrading" Slobodan Milosevic's ability to carry out war crimes.

Within minutes, they then report a fresh new set of war crimes.

In Monicagate, the surreality was merely silly. In Kosovo, it is serious. NATO proudly announces target after target hit under what might be called the "better lighting" theory of warfare. Attack the enemy where the lighting is best — nice big shiny buildings in downtown Belgrade: They make for good video — while hundreds of miles to the south the Kosovar Albanians, in whose defense we are presumably doing all this, are being savaged.

This disconnection between means and ends is more than simply a military failure. It constitutes a colossal moral failure.

This war, after all, is a humanitarian mission. Attempts to portray it as anything else are risible, as when Clinton told a union group the day before the bombing began that it is about, among other things, selling American goods to Europe.

But if your ends are humanitarian, you are obliged to supply the means to save those you propose to save. It is not enough to salve your conscience with the plea of NATO's secretary general that "we have shown we have the will to try," while the very people we are supposedly defending are terrorized, killed or driven from their homes.

The single most remarkable fact about this "war" is this: Not one allied soldier engaged in this operation has even been seriously injured in the first four weeks. Has there ever been such a war anywhere? What kind of humanitarianism is it that makes its highest objective ensur-



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(2) Attachment 10

STATE OF ALASKA

DEPARTMENT OF NATURAL RESOURCES

Support Services Division

WALTER J. HICKEL, GOVERNOR

State Recorder's Office
3601 C Street, #1180
Anchorage, AK 99503

(907) 762-2437

November 22, 1993

Janie Dalton
Western Microfilm
1530 Gambell
Anchorage, AK 99501

Dear Ms. Dalton:

It has come to my attention that the original film checkout requests submitted over the past several months by Western Microfilm have pertained to the latest jacketed books generated for Anchorage and other outlying districts. It is also my understanding that you have already captured these images on film and provide various requestors with some form of film or paper duplicate on an ongoing basis.

Duplicating microfiche is a standard service available through the Recorder's Office, and we are authorized by the Alaska Administrative Code (11 AAC 05.010(a)(14)(K)) to collect $3.00 for each microfiche or aperture card duplicated. There is also a loss or damage risk associated with allowing our working masters to leave the premises without an agreement documenting the need for, and the outsourcing of, this service which we are presently capable of providing in-house.

This letter is to notify you that effective December 1, 1993, the Recorder's/UCC Section will no longer release original jacketed 16mm microfiche to your custody. We will provide duplicates on request, but will be required to charge you the standard duplication fee in the process. In no event will original archival rolls of this microfiche period (1977-current) be released for duplication purposes.

Please contact me if you have any questions.

Sincerely,

Sharon Young /BS

Sharon Young
State Recorder

cc: Vicky Backus, SC Regional Manager

printed on recycled paper

Attachment 11

CONTINUATION OF FORM: P2

The component recorded/filed more than 221,000 documents into the public record during FY98, an increase of more than 11 percent over FY97. Effective July 1996, new recording legislation (SB 283) took effect repealing the restrictive list of document types which were eligible for recording, streamlining the document review process and enabling staff to devote energy to other workload demands. Prior statutory language required recorders to frequently step beyond their ministerial duties to read and interpret the intent of documents submitted for recordation. The new legislation eliminated the need for such subjectivity. The new legislation also mandates that the component maintain a location index in addition to the grantor/grantee index. Document review is now limited to the following specific criteria:

1. DOCUMENT EXAMINATION. As amended, AS 40.17.030 requires that a document: 1) contain original signatures; 2) be legible and capable of being copied into legible form by a machine used in the recording office; 3) be capable of being copied by the method used in the recording offices (sufficient to generate certified copies or legible conformed copies), 4) contain a title; 5) be accompanied by or include the necessary indexing information; 6) refer to the book and page information of the original document that any amendment, correction, extension, modification, assignment or release, partial or full, affects; 7) contain the name and address of the person to whom the document is to be returned; 8) contain the mailing addresses of all person who grant or acquire an interest in the property; 9) identify the name of the recording district; 10) be accompanied by the proper fee. 11 AAC 06.040 further requires that recorded documents: 1) be executed in English; 2) contain a legal description of the property affected except when not required by other law; 3) not exceed 8.5x14 paper stock or that plats of survey, subdivision plats, or record of surveys not exceed 32x36 inches; 4) include capacity of signing parties; 5) comply with the acknowledgment requirements defined by AS 09.63.060 - 09.63.100; 6) contain a verification of oath of the claimant which, if required, complies with AS 09.63.040(c); 7) reference and contain identified exhibits as attachments. Certified copies are also acceptable for recording if they are of the type identified in 11 AAC 06.030 and if specific regulatory requirements are met. And finally, original documents which are otherwise recordable on their own, may not be included as an attachment to another document.

2. RECORDATION OR REJECTION. Once the document has been examined and found to meet minimum recording criteria, the recording information which incorporates it into the public record is affixed (serial number, date/time stamp and book and page information). The appropriate funds are then collected and receipted, including recording fees as well as any conformed, certified or library copy fees. The original document is then added in sequence to the day's workload and will not be returned to the appropriate party for approximately 4-6 weeks while the necessary indexing and microfilming is completed.

In the event the document is found lacking in one or more of the minimum acceptability requirements, a component rejection form letter is completed documenting the date and time of rejection as well as the specific reasons for rejection. The original rejection letter and document are then returned to the submitted party. A copy of the rejection letter and the document as submitted are retained for a period of one year.

T

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Natural Resources

Appendix T

Bid #200010001431

Dear Sir,
The Division of Forestry has just issued a bid (#200010001431) for two aircraft to be lease/purchased and to be based at the new forestry complex in Palmer. The bid request is very disturbing (inappropriate) based on the following content:

1. The bid is restricted to a specific make and model of airplane with specific equipment.
2. The airplane is of foreign manufacture.
3. The airplane is a military trainer by design and limited to two occupants restricting its use.
4. There are numerous American airplanes that could be utilized.
5. Why is the state buying and manning airplanes that could be leased from and manned by private contractors?

There are other considerations also:
Why is the state leasing the entire multimillion dollar facility at Palmer from the city of Palmer? (A million dollar hangar is included to house the anticipated fleet of state owned aircraft).

As you look into this a can of worms will no doubt surface. Ie; the bid is so specific that it could have only been built around two existing airplanes. Hmmmmmm.

Thank you for taking the time to look into this matter.

This letter is from a concerned citizen

10/12/99 11:58 AM

U

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Natural Resources

Appendix U

Draft of Forest Stewardship Agreement (FSA)



DRAFT OF FOREST STEWARDSHIP AGREEMENT (FSA)

This draft agreement is presented as a discussion draft. It is a compilation of thinking forwarded over several years by persons involved with Forest Management Agreements (FMAs) in three Canadian provinces (British Columbia, Alberta and Ontario) as well as Americans concerned with the concept of forest stewardship.

The draft reflects concerns posed by the Alaskan public during past Legislative debates over long term forest management agreements, including assurance that public lands would remain under the public's ultimate control, public access to public lands, provisions for resources other that commercial timber, protection of

small logging and forest product firms concerns over limited resources not being available to them, etc.

The major strengths of this draft lie in creating, through contract, the resolution of land protections expressed in past concerns, while adhering to the letter and the spirit of the Alaska Constitution, and natural resource statutes ... while at the same time providing the private sector with the tenure required to secure financing and markets.

The draft agreement clearly requires a contracting company to engage in continuous planning and monitoring, so that the latest technology can be considered and resource protection and enhancement activities can be quickly amended if they are not fully effective.



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THIS AGREEMENT made this day of at, Alaska.

BETWEEN:

The Alaska Department of Natural Resources, hereinafter referred to as the "Agency",

- and -

, licensed to do business in the State of Alaska, hereinafter referred to as the "Company".

WHEREAS the Agency, upon due diligence, and a Best Interest Finding, has determined the requirements of AS 38.05.118 Negotiated sales, and 11 AAC.71.055, have been met in the actual area and vicinity of lands designated in Schedule "A" attached, and

WHEREAS the Agency an the Company desire to enter into a negotiated Forest Stewardship Agreement, wherein Company shall manage and Agency shall oversee such Stewardship of lands designated in Schedule "A" to this Agreement, such lands owned or otherwise controlled by the Agency, for the purposes of:

1) ensuring that forests on such lands are managed to produce successive crops of timber and other vegetative products on a sustainable yield basis, and to ensure other forest resources and opportunities are protected and/or enhanced to create a forest ecosystem of high productivity (resources including, but not limited to wildlife, soils, water, fisheries, recreation opportunity, grazing) for the benefit of the public,

2) supplying raw material to one or more wood processing plants, located within the boundaries of the State of Alaska,

3) enhancing and stabilizing employment opportunities within the State of Alaska.

NOW THEREFORE in consideration of the mutual promises, covenants and other provisions contained in this Agreement, the Agency and the Company agree with the other as follows:

1. INTERPRETATION

These terms are agreed to mean as follows, in both this Agreement and in plans submitted to Agency as part of this Agreement.

"AAC" means an annual allowable cut (harvest) calculated as part of an annual allowable mortality ("AAM"), calculated under terms of the Ground Rules established in this Agreement, by area, to be considered as the maximum amount of mortality, from harvesting or other causes, the forest can sustain and still remain a viable producer of a sustainable volume of forest products and amenities.

"Agreement Area" means the Forest Stewardship Agreement (FSA) area as designated in Schedule "A" to this Agreement, which shall consist of both production forest land and non-production forest land. As an illustration, Forest Stewardship Agreement Area minus (-) Non-Production Forest Land equals (=) Production Forest Land.

"Annual Plan" means an annual plan of operations that is prepared in accordance with Section 6 of this Agreement, and is synonymous with the term "One-Year Plan."

"Best Management Practices" (BMP's) means forest management practices published in a manual by the Alaska Division of Forestry, of the Department of Natural Resources, for the geographic area covered by this Agreement, or practices that are equally protective and potentially productive, when agreed between Agency and Company.

"costs" means expenditures that are directly related to the work performed and that would not otherwise have been incurred but for the performance of the work.

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"Environmental Assessment" means "The act of assessing ... further meaning to estimate or determine the significance of ... the results of certain actions or non-actions that can alter a natural environment." An Environmental Assessment is not a plan, nor is it an Environmental Impact Statement within the meaning of U.S. federal law.

"Evergreen" means a clause in this Agreement to grant Company first right of refusal to negotiate for extensions of the initial period of this contract for five year periods, so long as the remaining term does not exceed 25 years (per AS 38.05.118), provided Company meets terms of this Agreement, subject to Public Review as set forth in Section 10 of this Agreement.

"final felling" means the removal of the last seed or shelter trees after regeneration has been affected under a shelterwood system or the removal of trees under a clear cut system prior to regeneration. There shall be no "final felling" under a select cut system.

"Forest Certification" shall mean any of the systems developed and in use by either the Forest Stewardship Council (FSC), the International Organization for Standardization (ISO) 14000 criteria, the Sustainable Forestry Initiative (SFI) of the American Forest and Paper Association (AF&PA) or, The Tree Farm System..

"Forest Management Manual" means any manual of Best Management Practices or equivalent prepared by the Alaska Division of Forestry effective in the specific Agency Region.

"Forest Stewardship Plan(s)" shall include a generalized plan, or plan for results, based on strategies and goals, for a period of 100 years following the effective date of this Agreement. Operations periods of the Forest Stewardship Plan(s) are twenty (20), five (5) and one (1) years, as defined in Section 6 of this Agreement.

"Forest Practices and Resources Act" means the most current version of AS 47.17.010 et seq. (as amended) or a successor statute adopted by the Alaska Legislature, signed by the Governor, and made the law of Alaska. "Forest Protection Act" means the most current version of AS 41.15.010 et seq. (as amended) or a successor statute adopted by the Alaska Legislature, signed by the Governor, and made the law of Alaska.

"General Plan" shall be synonymous with the long term "Forest Stewardship Plan" noted in 10 above.

"Ground Rules" means a set of operating criteria made part of this Agreement, as amended from time to time, to meet specific goals, as defined in Section 8 of this Agreement, and set forth in Schedule "D" attached.

"Nursery Stock" means viable tree seedlings, or other plant materials, ready for outdoor transplanting, germinated and grown under a qualified forester's or agronomist's direction, in an artificial situation. Nursery Stock may be of any plant species, including woody trees, known to be able to survive and prosper within the geographic area in question under outdoor and near natural conditions.

"Operating Plan" means one of the Forest Stewardship plans, being a forest operations plan having a term of five (5) years (Five Year Plan) or an annual forest operations plan having a term of one (1) year (Annual or One-Year Plan) that is prepared under Section 6 of this Agreement. The Operating Plan(s) shall run concurrent with a set of Ground Rules, defined in 6 above.

"parties" means the Agency and Company.

"Production Forest Land" means the portion of the Agreement Area that is designated for timber harvesting and regeneration activities.

"Sustainable Yield" means the growth of timber, or other forest resources, that a forest can produce from a given area of land, that can be harvested or utilized to achieve an approximate continuous balance between growth and mortality. The principal of sustainability shall not be calculated on an annual even flow method. The Sustainable Yield estimate, for a given time period (1-5-20 years) calculated as an element of the planning process, shall be the "AAC" for a given time period. Extraordinary mortality, resulting from fire, insect attack, disease or the purposeful removal from the Production Forest Land or any otherwise productive acreage, may lower the Sustainable Yield estimate. This definition comports with the definition of "sustained yield", found in AS 38.04.910. Definitions (12) "sustained yield" and AS 41.17.950. Definitions (17) "sustained yield"

"Riparian Zone" refers to an area along a lake, swamp or spring, or watercourse where the vegetation is recognized (plant ecology) as riparian, or as determined in the laws of the State of

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Alaska..

"Silvicultural System" means:

1- The "High Forest System" which produces stands originating from seed, whether the seed sprouts in a forest or under controlled nursery conditions.

2- "Coppice or Low Forest Systems" which produces stands from vegetative sprouting.

The High Forest System is further divided into Even-aged and Uneven-aged stand manipulation Depending on the subsystem and Stewardship goals, which must take silvics and other biological factors (i.e. wildlife management, etc.) into consideration, there are different harvesting methods to be considered.

For the Even-aged system they are:

1- Clearcutting Method
2- Seed Tree Method
3- Shelterwood Method

For the Uneven-aged system:

1- Selection Method

There are also intermediate cutting methods to be considered for both the Even and Uneven-aged systems, or combinations thereof. They are:

1- Release Cutting
2- Improvement Cutting
3- Thinnings
   a- Low Thinning
   b- Crown Thinning
   c- Selection Thinning
   d- Geometric or Mechanical Thinning
4- Salvage Cutting
5- Sanitation Cutting

"treatment" means any silvicultural exercise exclusive of final felling.

"working group" means an aggregate of forest stands, including potential forest areas assigned to this category, having the same predominant species, and managed under the same rotation and silvicultural system.

"year" means a period commencing with the date of execution of this Agreement and terminating, in the first instance, with the 31st day of March following, and thereafter means a period commencing with the 1st day of April and terminating with the 31st day of March next following.

"yield" means the volume of timber, or other resource, that is harvested or otherwise quantitatively utilized, over a given time period.

In the event of misunderstanding of terminology used in this Agreement, the above listing shall be used in the first instance. If there is continuing disagreement, then the latest edition of the dictionary *Terminology of Forest Science, Technology, Practice and Products*, published by the Society of American Foresters shall be used. If there is any conflict with this dictionary and definitions established by law, then the law shall prevail.

2. PERIOD AND AREA

1) Subject to other provisions of this Agreement, the parties agree that this Agreement shall have a term of twenty (20) years commending with the day of subject to "Evergreen" renewal as provided in Section 10.

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2) The parties agree that this Agreement applies in respect of the Agreement Area, defined in Schedule "A" that is comprised of:

__ acres of Production Forest Land, and

__ acres of Non-production Forest Land, for a total of

__ acres of Forest Stewardship Agreement Land.

The following types of land are explicitly removed from current Production Forest Land, subject to this Agreement, and shall be classified as Non-Production Forest Land and noted on Schedule "A".

1) areas which are currently subject to any timber or other material removal contract.
2) areas currently removed from forest Stewardship for other Agency purposes.
3) areas within the boundaries of Forest Stewardship Agreement lands owned or controlled by parties other than the Agency.
4) areas currently known to contain habitat that cannot, or should not, be manipulated, when such habitat is critical to the species survival of federally classified rare, endangered or threatened species of animals or plants, as provided by law.

Further, Agency may. subject to this Agreement (Section 11) remove from the Productive Forest Land;

1) any land determined "Sensitive" which later research indicates cannot be silviculturally treated without causing substantial harm to the water table, or to lakes, or streams.
2) any land later learned to be critical habitat for any threatened or endangered species of plant or animal, and which changes to that area may effect said threatened or endangered species of plant or animal.
3) any land deemed by Agency to be required for rights-of-way, or other purpose deemed essential for other desired uses within the Agency, subject to Agency allowing a single-time liquidation timber harvest for lands to be taken from the Productive Forest Land base, or substitution of like volume and quantity of forest from other areas, or the payment to Company of liquidated damages from such removal.

Note: Sensitive land, critical habitat land, and Agency purpose land noted in this section are lands that meet the above criteria after the Company submits and Agency approves initial operating and forest Stewardship plans. Such lands known at time of initial planning effort shall be noted in Schedule "A" and recorded herein as Non-Production land.

3. RIGHTS, RESPONSIBILITIES AND OWNERSHIPS

This Agreement does not destroy any rights guaranteed Company, or individuals so associated, under the Constitutions of the United States or of The State of Alaska. Neither does the Agreement create any rights for the Company, or individuals so associated, beyond those spelled out in this Agreement. Specifically, this Agreement does not create for Company any right of ownership to Agency land, or other special use of Agency Land beyond that contemplated in this Agreement, nor does it absolve Agency of any responsibilities vested in Agency to protect (See AS 41.15.010, et seq.) and enhance said land, or protection of the populace thereof. Transfer of title to timber or other materials to be removed shall be based on severance from the estate and full payment of any fees due and other terms of this Agreement. Land identified in Schedule "A" shall only be used by Company as set forth in this Agreement, and Stewardship and enhancement of the

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land and its natural resources thereof shall ultimately be for the account of the Agency.

4. AUTHORITY TO HARVEST

1) Subject to approval by Agency, of Company's Forest Stewardship, Five-Year and One-Year Operating Plans, and other terms of this Agreement, Company is authorized to harvest and regenerate all the species of Agency owned timber, being trees native to the region. In addition, Company may harvest and regenerate any hybrids between these species, or any exotic species introduced as part of an approved Forest Stewardship Plan.

Further, Company, upon notification to and approval of the Agency, may harvest other plant materials, including leaves, stems, roots, berries and fruits, found within the Forest Stewardship Agreement area, noted in Schedule "A". Such approval shall not be arbitrarily denied. This does not include fish or wildlife.

2) Authority of harvest is subject to Company being current in its financial obligations to Agency and is current with all governmental bodies in its legal obligations for licensing, reporting, fees, taxes, etc. as prescribed by law. These obligations are binding on Company, its contractors and sub-contractors, as the case may be.

5. PRICES

The prices Company pays Agency for materials removed from the Forest Stewardship Lands, subject to terms of this Agreement, and approved Stewardship plans, shall initially be set forth in attached Schedule "B" for the initial five (5) year period, subject to reappraisal, by Agency each five (5) years. Reappraisal shall be by any agreed method that takes into consideration the general marketing conditions for the species and location described herein. Reappraisal shall not be based on the success or failure of Company during the preceding period of this Agreement.

6. FOREST STEWARDSHIP PLANS

A Preliminary Forest Stewardship Plan is attached as Schedule "C". Within six (6) months (180 calendar days) from the effective date of this Agreement, and before Company is allowed to proceed with operations on Agency land, Company shall submit to Agency, for public hearing and Agency approval:[1]

1) a General Plan containing;

a) Goals, and expected results of Strategies to reach such Goals for the Forest Stewardship Area during the 100 year period immediately following the implementation of this Agreement.

b) a physical/ecological Environmental Assessment of results of silvicultural activities on the Forest Stewardship Area and its associated natural resources, during the most current Stewardship period, with learned projections for the entire 100 year period. This assessment shall consider itself with the vegetation, the fisheries, the wildlife, the soils, and recreation

[1] Company prepared Forest Stewardship Plans, at a minimum, must conform to criteria set forth in AS 38.05.112. Forest land use plans, and be subject to approval for Forest Certification pursuant to recognition by either the Forest Stewardship Council (FSC), the International Organization for Standardization (ISO) 14000 criteria, the Sustainable Forestry Initiative (SFI) of the American Forest and Paper Association (AF&PA) or, the Tree Farm System. The choice of which system to utilize shall be made by cooperation of Company and Agency. Such cooperation shall not be arbitrarily withheld or delayed. The cost of initial certification shall be shared equally be parties.

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potentials for the Forest Stewardship Area , and predict physical changes that could occur using current Forest Management BMP's.

c) a General Plan of proposed operations during the twenty (20) year period following the implementation of this Agreement, such plan to be based on current inventory of the resources found on the Forest Stewardship Area, silvicultural systems to be used and treatments to followed on the land, plans to reforest or afforest currently non or sub-stocked lands on soils that have the capability of supporting a crop of trees, plans to protect against fire, insect and diseases, and mitigation methods to protect and/or enhance resources associated with the forest land, during and immediately after the initial twenty (20) year period.

2) a Five-Year (5-year) Plan, of greater detail than the General Plan noted in 1) above, noting specific tracts for silvicultural applications, noting the parameters of such silvicultural applications and treatments to be conducted, subject to the "Ground Rules" set forth in Schedule "D" attached. The Five-year (5-Year) Plan shall note mainline and key secondary road systems, bridges and other physical facilities required to implement the plan. Timber cruising and related engineering planning for the areas to be affected shall be more intensive and of greater detail than in the General Plan, and must be accomplished by ground truthing as well as aerial photo or imagery interpretation conducted by qualified personnel.

3) a One Year (1-Year) Plan, where harvest areas, treatment systems and transportation routes for the upcoming year will be marked on the ground, subject to on-site inspection and approval by the Agency.

If such General, Five-year and One-year Plans are not timely submitted then this Agreement shall be considered terminated. Submission must be proven by a receipt signed by the Agency Manager (Commissioner the Department of Natural Resources) or authorized representative.

4) Updates of Five-year and One-Year Plans.

The Five-year and One-year Plans shall be considered a "progressive plans" where the subsequent Five-Year and One-Year plans are updated on an annual basis, for the remaining term of this Agreement. These plans, based on then contemporary knowledge or conditions, may amend, subject to approval of the Agency, the goals and strategies of the General Plan. The initial Five-year and One-Year update shall be submitted to Agency at the end of the first 10-month operational period, and the first of each 12 month period thereafter.

5) Agency shall review, and if necessary, hold public hearings on all original and updated plans, within a two month period of submission. In the event Agency requests changes in the Plans, then Company shall have two months to make such changes, and re-submit the plans, for review and public hearing as noted, which gives the Agency another two-month period to conduct hearings and make an approval. In the event approval is not given then this Agreement shall be submitted for binding arbitration as provided herein. If the changes are requested for updated (not original plans) then Company may proceed with original plans pending the outcome of the actions on the requested changes. In no event shall Company proceed with original plans without Agency approval and a letter to proceed issued by the Agency Manager or authorized representative. Agency shall not withhold such letter without cause.

6) All required Forest Stewardship Plans shall be made and overseen by persons with recognized credentials and experience in appropriate fields commensurate with the needs of this Agreement. At a minimum these shall be forestry, wildlife management, fisheries management, land surveying, geology, archaeology and recreation. Each professional shall have a resume on file with the Agency and shall sign and date finished planning documents for which he/she has responsibility.

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(7) At a minimum the General Plan will be depicted on USGS 1:250,000 quadrangles; Five-Year Plans will be on a minimum USGS 1:63,000 quadrangles; and the One-Year Plans shall be at a scale of 1":1,000' or greater. One-Year Plan harvesting units, road systems and other infrastructure shall be on maps of 20' of less contour. Maps showing vegetation, soils, watercourses, known geologic formations, fish/wildlife habitat and human influences shall be prepared, and periodically updated on a computerized Geographic Information System (GIS) readily understandable by peers of comparable training and experience. Work of this nature if also routinely conducted by Agency will be shared and made available to Company for integration into planning documents.

7. ANNUAL REPORTS

1) Company shall prepare for Agency, and submit to Agency, at the time One-Year Plans are submitted, an Annual Environmental Audit, noting, at the minimum:

a) the physical locations of silvicultural and transportation activities,

b) the volume and species and size classes of timber and other vegetation removed from the Forest Stewardship Area, or used within the area,

c) the location and volume of other resources removed from the area, or used within the area,

d) the forest regeneration activities of the previous year.

2) Company shall prepare for the Agency, and submit to Agency, at the time One-Year Plans are submitted, an audited financial statement of costs and revenues resulting from Company's direct silvicultural activities, and related activities in the Forest Stewardship Area.

8. GROUND RULES

Company agrees to perform and observe the provisions of the Ground Rules as set forth in Schedule "D" attached. The Ground rules may be amended and updated depending on pertinent statutes, and other conditions, based on mutual agreement of the parties hereto.

9. UTILIZATION

This Agreement contemplates Company constructing and managing, or causing to be constructed and managed, forest products conversion facilities within the State of Alaska, that will utilize, under some form of manufacturing, the timber output from the Forest Stewardship Area. A preliminary plan for such facility or facilities, is attached hereto as Schedule "E". Within six (6) months (180 calendar days) of the execution of this Agreement Company shall submit to Agency documentary evidence that such a facility or facilities, meeting the enclosed utilization standards, has adequate financing and a business plan in place. Failure to do so will negate this Agreement. Pursuant to AAC 71.055 (a) (2), Company shall have two years from the date of time tolling (See Paragraph 23) of this Agreement to construct and begin operating a timber conversion facility meeting standards established by this regulation.

10. EVERGREEN

Agency agrees to determine at the end of each term of five consecutive years of the period of this Agreement whether or not the obligations of this Company under this Agreement have been

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performed satisfactorily in such term, and,

1) where in the Agency's opinion such obligations have been performed and where the parties have agreed to an operating plan and ground rules for the next following term of five consecutive years, the Agency agrees to grant Company first right of refusal to negotiate and extend the remaining period of this Agreement (so long as it does not exceed 25 years) a further term of five consecutive years, and

2) where in the Agency's opinion such obligations have not been performed the Agency agrees to specify a time within which the Company may perform the obligations in default, and the Company agrees to perform such obligations within the specified time frame, and

3) where in the Agency's opinion such last mentioned obligations have been performed within the specified period of time the Agreement can be extended for an additional five consecutive year period, and

4) where in the Agency's opinion, such obligations have not been performed or completed in the specified time, then Agency, on written notice, may terminate this agreement, as provided herein.

11. WITHDRAWALS

Agency agrees that within the Agreement period the total withdrawal of production capacity of land from the productive forest land, for any purposes, shall not exceed the product of 20 times 5 per cent of the initial AAC as determined for the first year of production, unless Agency is able to replace such excess taking with comparable production capacity, either from other lands with no greater operations costs, or at Agency's expense, the capacity of remaining lands is increased to make up for the production shortfalls caused by said removal.

Agency may withdraw from this agreement at any time lands from within the Forest Stewardship Area deemed non-productive lands.

Lands that Agency has classified as agriculture lands, prior to the exaction of this Agreement, but not yet disposed of or placed into short-term rotation crops, and made part of the production forest lands of this agreement, may be withdrawn from this agreement at any time, subject to six months advance notice to Company. During this period Company, with agreement by Agency, may accelerate harvest from such lands, and such harvest will not be counted against the current AAC.

12. INCREASED PRODUCTIVITY

Agency agrees that Company may increase the AAC, and pay 50% of the agreed stumpage fee to Agency, for any excess over initial AAC caused by silvicultural treatment conducted solely at Company's expense, such costs to be reported to Agency in annual financial reports.

Agency agrees that Company may harvest increased AAC, at regular stumpage rates, for additional AAC caused by treatments by Company, when such are funded by Agency.

13. INSURANCE

(INSERT INSURANCE CLAUSES)

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14. LIABILITIES

(INSERT LIABILITY CLAUSES)

15. RIGHT OF PUBLIC ACCESS

Nothing in this Agreement curtails the right of the public to use lands within the Forest Stewardship Agreement area for recreation, hunting, fishing, trapping, berry-picking, etc., provided that Company, as part of a One-year Plan, may restrict uses of certain roads and active harvesting sites, during periods of Company use, for safety sake, and shall have the right to declare these areas off-limits to the general public. Such areas must be conspicuously posted and notice must be made in legal columns of newspapers of general circulation in the affected area. No areas may be closed by Company for more than one-year, but may be closed by Agency for any period, subject to authority of the Agency.

16. SMALL OPERATOR SET-ASIDE

The Agency, at its options, may declare up to 20 per cent of the current AAC (excluding increased production caused solely by Company's silviculture treatments) as "small operator" set asides, to be sold under regular outcry auctions, from time to time, according to Agency procedures.

Company shall have the right to charge such "small operators," on a "break-even," pro rata basis, approved by Agency, for use of Company roads and infrastructure, and shall be indemnified from any actions, of a personal or property nature, taken against Agency or "small operators" resulting from such third party activities, including but not limited to infractions of the Alaska forest practices and Alaska forest protection acts by such "small operators."

Personal use firewood gathering shall be included in this "small operator" category.

17. ALASKA FOREST PRACTICES ACT, ALASKA FOREST PROTECTION ACT

Company certifies it is familiar with AS 41.17. Forest resources and practices and AS 41.15. Forest protection acts and their most current amendments, and agrees to abide by the terms of said acts. Company will allow authorized Agency and other State of Alaska personnel unhindered access to all harvest and treatment areas for lawful purposes to review consistency with said acts.

18. DEFAULTS

Agency may find Company is default of this Agreement if,

(1) Company fails to fulfill time requirement of this Agreement,

(2) Company is found guilty, in a court of law, of violation of state or federal statutes carrying criminal penalties.

19. REMEDIES

Agency may cancel this Agreement if Company is found in default. Admitting to guilt or being found guilty of a felony, in a court of law, is prima facie of being in default.

DRAFT

However, procedural defaults can only be remedied following arbitration. Once a default is perfected, then Agency can order this Agreement canceled, immediately, by delivery, by U.S. Mail, of a certified letter, setting forth charges and remedies.

20. ARBITRATION

If Agency accuses Company of breaking any of the procedural agreements contained in this document, and attempts to hold Company in default of same, Company has the right to submit this matter to binding arbitration, and both Company and Agency agree to be bound by such arbitration. This Agreement shall continue in full force while such arbitration is underway. The results of such arbitration can be enforced in any court of competent authority.

21. PROFESSIONAL PERSONNEL

Company agrees it will maintain in its employee, or under contract, in the form of one or more persons, professionally recognized by peers based on education and experience, familiar with the forestlands of the Agency region, trained in the following professions, for the planning and oversight of this Agreement,

1) A Silviculturist
2) A Forest Engineer
3) A Wildlife Biologist
4) A Hydrologist
5) A Land Surveyor

22. COOPERATIVE AGREEMENTS

Nothing in this Agreement shall arbitrarily preclude Company from entering into any cooperative research or applied science cooperative agreement designed to have planned positive effects on the forest ecosystems of Alaska, and in fact such agreements are encouraged by Agency, but in any case such cooperative agreement shall be approved by Agency, and made a part of this Forest Stewardship Agreement.

23. EFFECTIVE DATE

This Agreement shall be effective upon the signing of this Agreement by qualified persons representing each party. However, the date for tolling time requirements will not begin until Agency has approved Company's General, first Five-Year and first One-Year Stewardship/Operating Plans.

24. ADDRESSES FOR NOTICES

Other material as required, etc.

DRAFT

25. INCLUSION OF SCHEDULES

Schedules "A" through "D" noted in the body of this agreement are hereby attached and made a part of this agreement.

Signatures, Seals, Etc.

PUBLIC SAFETY

SUBCOMMITTEE REPORT

ON THE

DEPARTMENT OF PUBLIC SAFETY

November 24, 1999

Subcommittee Members

Deborah Luper, Chairman
Dick Barrett, Victor Gunn, Brian Horner, Hal Hume, Chuck Rollins,
Don Valesko, Dave Williams, Jay Yakopatz,
Deputy Commissioner Del Smith

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COMMISSION ON PRIVATIZATION
Subcommittee on Alaska Department of Public Safety

I. Committee Make-up, Findings and Methodology

Committee Findings

The Subcommittee on Privatization considering the Alaska Department of Public Safety (referred to in report as "the Department" or "DPS") met on a weekly basis beginning mid-September 1999.

The Subcommittee's findings are that the Department is currently doing an admirable job of privatizing those areas within its law enforcement parameters which can be contracted to the private sector. These areas include, among others, rural housing, and the village public safety officer program, as well as marine/aircraft repair and maintenance.

The Subcommittee was successful in identifying several areas which could be improved upon to enhance the efficient and effective delivery of services at the lowest cost possible to Alaskans. These areas include reworking how the Department acquires and maintains its vehicle equipment fleet, law enforcement information systems, and federal reimbursement for enforcement services performed in federal waters.

In addition, the Subcommittee worked to identify areas which the Legislature should consider in order to improve the effectiveness of the Department; and to provide long-term cost savings. Ensuring that the Department's crime lab remains state-of-the-art and is adequately staffed is one example.

Report Format

This report is formatted so that separate BRU's and related components are examined individually. Major recommendations are listed in the back of the report, and accompanying back-up is attached.

Committee Membership and Participation

Active members of the Subcommittee were Deborah Luper, Dick Barrett, Jay Yakopatz, Chuck Rollins, Dave Williams, Victor Gunn, and Hal Hume. Brian Horner was listed as a subcommittee member and provided with documentation and notices, but did not actively participate.

The Subcommittee enjoyed excellent cooperation from the Department representative on the subcommittee, Deputy Commissioner Del Smith, and those he designated to respond to the Subcommittee's questions. All requests for information that could not be handled within the confines of the weekly meetings were promptly addressed and sent out to Subcommittee members via email.

Local 71 was represented on the Subcommittee by Don Valesko. However, although he was notified via email of meetings, and sent all documents pertaining to the work of the Subcommittee, Mr. Valesko did not participate or communicate with the Subcommittee.

Decisions in regard to findings and recommendations were reached by consensus rather than an up or down vote.

II. Department of Public Safety Overview

Constitutional Powers

The United States Constitution has limited provision under the Commerce Clause governing police powers and under the 10th Amendment reserves the bulk of those powers to the states.

"The powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people."
[10th Amendment to the Constitution of the United States]

Attempts by Congress and lower courts trying to establish the primacy of federal police powers have been rebuffed by the U.S. Supreme Court which said that this would eliminate "any distinction between what is truly national and what is truly local," would convert Congress' commerce power into "a general police power of the sort retained by the States," and would undermine the "first principle" that the Federal government is one of enumerated and limited powers.

Alaska Constitutional Provisions

Article III The Executive

Section 16

GOVERNOR'S AUTHORITY. The governor shall be responsible for the faithful execution of the laws. He may, by appropriate court action or proceeding brought in the name of the State, enforce compliance with any constitutional or legislative mandate, or restrain violation of any constitutional or legislative power, duty, or right by any officer, department, or agency of the State or any of its political subdivisions. This authority shall not be construed to authorize any action or proceeding against the legislature.

Section 22

EXECUTIVE BRANCH. All executive and administrative offices, departments, and agencies of the state government and their respective functions, powers, and duties shall be allocated by law among and within not more than twenty principal departments, so as to group them as far as practicable according to major purposes. Regulatory, quasi-judicial, and temporary agencies may be established by law and need not be allocated within a principal department.

Agency Mission, Goals and Objectives

The Department of Public Safety is Alaska's primary law enforcement agency for federal and state laws (except for organized municipalities which have assumed police powers). The mandate of the Department is to prevent loss of life and property as a result of illegal or unsafe acts. The Department enforces criminal and traffic laws, provides criminal investigation and forensic services, enforces state fish and game regulations, provides public protection programs for fire and traffic safety, search and rescue, and other public safety duties.

Technology Used to Perform Mission

Advanced technology is used by the Department in all phases of its operation, including but not limited to, state-of-the-art navigational tools for marine and aircraft, infrared receivers for search &

rescue, and genetic classification in the Anchorage crime lab. Consensus is that use of advanced technology saves money and time, both in the delivery of services and in the judicial arena.

In keeping with that finding, all the state-of-the-art equipment in the world is useless without well-trained staff to utilize that equipment. For example, the Department's crime lab has DNA equipment on site, but may lose the forensic scientist who operates that equipment if federal funding does not come through to pay for that position in the coming year.

Methodology should be put in place to record the effectiveness of evidence processed by the crime lab in regard to trials shortened by conclusive evidence, or cases which plead out due to same. It is the opinion of the Subcommittee that use of state-of-the-art technology is key to making the judicial side of cases more efficient in time and cost savings, as well as saving manpower and money in pursuit of a case.

Agency Contracts

The Department maintains hundreds of contracts with private businesses throughout the state, ranging from housing for rural employees to marine and aircraft repair and maintenance.

A listing of Department contracts is attached as Appendix A at end of report.

III. Department of Public Safety BRU's

Fish and Wildlife Protection

Components:

This budget request unit is comprised of 4 units: Enforcement/Investigations Services, Director's Office, Aircraft Section and the Marine Enforcement unit. FWP provides resource protection and enforcement.

Total Budget

Enforcement/Investigations Services	11,220.6
Director's Office	247.8
Aircraft Section	1,629.8
Marine Enforcement	2,928.0
AK F&W Safeguard	15.0
Total	16,041.2

Enforcement / Investigations Services

Personal Services	8,818.6
Travel	492.7
Contractual	1,638.5
Commodities	259.2
Equipment	11.6
Total Expenditures	11,220.6
General Fund	10,632.3
Inter-Agency Receipts	39.2
Fish/Game	549.1
Total Revenue	11,220.6

Recommendations

See statement regarding reimbursement for patrol and enforcement in federal waters in the recommendation section of this report.

Director's Office

Personal Services	223.4
Travel	7.8
Contractual	12.9
Commodities	3.7
Total Expenditures	247.8
General Fund	247.8
Total Revenue	247.8

Recommendations

No recommendations.

Aircraft Section

Personal Services	556.4
Travel	28.0
Contractual	684.3
Commodities	361.1
Total expenditures	1,629.8
General Fund	1,427.3
Inter-Agency Receipts	92.0
Fish/Game	110.5
Total Revenue	1,629.8

Recommendations

Further efforts should be made to privatize repair, maintenance and annual inspections of aircraft where possible and feasible.

Marine Enforcement

Personal Services	1,953.9
Travel	55.4
Contractual	360.6
Commodities	558.1
Total Expenditures	2,928.0
General Fund	2,526.9
Fish/Game	401.1
Total Revenue	2,928.0

Recommendations

See recommendations section, as well as Appendix B, at end of report.

Alaska Fish & Wildlife Safeguard

Grants	15.0
Total Expenditures	15.0
General Fund	15.0
Total Revenue	15.0

Recommendations

No recommendation.

Constitutional and Statutory Provisions Governing Agency Operations

Number of F&WP Employees

- There are approximately 85 Fish & Wildlife Protection Troopers.
- Total permanent full-time positions number 142 for FY00, with 25 permanent part-time positions.

Departmental goals are to prevent violations and apprehend those who break the laws and regulations governing resource users in Alaska, with emphasis on commercial violations.

The Department also works to increase citizen involvement and to maintain the highest standards of professional excellence.

Existing Privatization Practices

Historically, the Department looked at part-time, seasonal enforcement officers, perhaps using retired police officers or troopers. The State of Alaska was unsuccessful in convincing labor unions to allow this policy to take place, and it would have required a statutory change to implement.

There are approximately 85 FWP troopers, sometimes the only law enforcement in their respective areas. They do use seasonal aides. It would be difficult to privatize this segment of DPS.

Dalton Highway Protection

Components:

This budget request unit is comprised of one (1) F&WP trooper stationed at Coldfoot.

Total Budget

Personal Services	90.2
Total Expenditures	90.2
General Fund	90.2
Total Revenue	90.2

Recommendations

No recommendations.

Fire Prevention

Total Budget

Personal Services	1581.1
Travel	137.3
Contractual	264.2
Commodities	98.3
Equipment	5.1
Total	2,086.0
Inter-Agency Receipts	56.1
General Fund	1,474.7
GF Program Receipts	313.9
Designated Program Receipts	201.3
Total Revenue	2,086.0

Recommendations

No recommendations.

Highway Safety Planning Agency

Total Budget

Personal Services	245.5
Travel	35.2
Contractual	44.2
Commodities	6.0
Grants	1,269.1
Total	1,600.0
General Fund Match	74.8
Federal Receipts	1,525.2
Total Revenue	1,600.0

Recommendations

No recommendations.

Alaska State Troopers

Components:

This budget request unit is comprised of 9 units: Special Projects, Criminal Investigations Bureau, Directors Office, Judicial Services-Anchorage, Prisoner Transportation, Search and Rescue, Rural Trooper Housing, Narcotics Task Force, and Commercial Vehicle Enforcement.

Total Budget

Special Projects	1,385.3
Criminal Investigations Bureau	3,211.7
Directors Office	651.8
Judicial Services-Anchorage	1,985.2
Prisoner Transportation	1,476.7
Search and Rescue	283.1
Rural Trooper Housing	625.2
Narcotics Task Force	3,224.9
Commercial Vehicle Enforcement	89.9
Total	12,933.8

Special Projects

Personal Services	68.1
Travel	44.8
Contractual	1,050.1
Commodities	67.0
Equipment	155.3
Total Expenditures	1,385.3
Federal Receipts	1,385.3
Total Revenue	1,385.3

Recommendations

No recommendations.

Criminal Investigations Bureau

Personal Services	2,440.8
Travel	109.3
Contractual	599.3
Commodities	62.3
Total Expenditures	3,211.7
General Fund	3,136.5
Inter-Agency Receipts	75.2
Total Revenue	3,211.7

Recommendations

Methodology should be put in place to record the effectiveness of evidence processed by the crime lab in relation to enhancing criminal investigation, and in regard to trials shortened by conclusive evidence, or cases which plead out due to same. It is the opinion of the Subcommittee that use of state-of-the-art technology is key to making the judicial side of cases more efficient in time and cost savings, as well as saving manpower and money in pursuit of a case.

Director's Office

Personal Services	589.8
Travel	14.4
Contractual	33.3
Commodities	14.3
Total Expenditures	651.8
General Fund	651.8
Total Revenue	651.8

Recommendations

No recommendations.

Judicial Services - Anchorage

Personal Services	1,788.9
Travel	0.0
Contractual	161.4
Commodities	34.9
Total expenditures	1,985.2
General Fund	1,933.4
Program Receipts	51.8
Total Revenue	1,985.2

Recommendations

No recommendations.

Prisoner Transportation

Personal Services	0.0
Travel	1,401.7

Contractual	65.0
Commodities	10.0
Total Expenditures	1,476.7
General Fund	1,476.7
Total Revenue	1,476.7

Recommendations

No recommendations.

Search & Rescue

Personal Services	0.0
Travel	66.6
Contractual	99.3
Commodities	117.2
Total Expenditures	283.1
General Fund	283.1
Total Revenue	283.1

Recommendations

No recommendations.

Rural Trooper Housing

Personal Services	61.9
Travel	9.0
Contractual	549.3
Commodities	5.0
Total Expenditures	625.2
General Fund	252.8
Designated Program Receipts	310.0
Inter-Agency Receipts	62.4
Total Revenue	625.2

Recommendations

No recommendations.

Narcotics Task Force

Personal Services	1,317.8
Travel	53.2
Contractual	1,233.3
Commodities	15.0
Claims / Grants	605.6
Total Expenditures	3,224.9
Federal Receipts	2,785.3
General Fund Match	439.6
Total Revenue	3,224.9

Recommendations

It is recommended that the Department utilize federal funds currently funded for counter-narcotics operations available through the U.S. Civil Air Patrol. The CAP in Alaska has not fully utilized all available funds in the past.

Commercial Vehicle Enforcement

Personal Services	89.9
Travel	0.0
Contractual	0.0
Total Expenditures	89.9
Inter-Agency Receipts	89.9
Total Revenue	89.9

Recommendations

No recommendations.

Constitutional and Statutory Provisions Governing Agency Operations

Number of AST Employees

- There are approximately 237 Alaska State Troopers.

Departmental goals are to prevent violations and apprehend those who break the laws and regulations in Alaska, in addition to providing search and rescue operations, crime lab, prisoner transport, judicial services, and other functions. The Department works to increase citizen involvement and to maintain the highest standards of professional excellence.

Alaska State Trooper Detachments

Total Budget

Personal Services	26,438.3
Travel	1,052.1
Contractual	6,113.4
Commodities	764.5
Equipment	89.9
Total Expenditures	34,425.0
Federal Receipts	14.0
General Fund	32,741.2
Program Receipts	167.4
Inter-Agency Receipts	1,453.1
Inter-Agency Oil Haz	49.3
Total Revenue	34,425.0

Village Public Safety Officer Program

Components:

This budget request unit is comprised of three units: Contracts, Support, and Administration.

Total Budget

Contracts	5,523.5
Support	1,721.0
Administration	253.5
Total	7,498.0

Contracts

Personal Services	0.0
Travel	0.0
Contractual	0.0
Grants / Claims	5,523.5
Total	5,523.5
General Fund	5,523.5
Total Revenue	5,523.5

Recommendations

No recommendations.

Support

Personal Services	1,162.3
Travel	136.7
Contractual	354.1
Commodities	67.9
Total	1,721.0
General Fund	1,721.0
Program Receipts	1,721.0

Recommendations

No recommendations.

Administration

Personal Services	238.1
Travel	7.0
Contractual	6.2
Commodities	2.2
Total	253.5
General Fund	253.5
Program Receipts	253.5

Recommendations

No recommendations.

Constitutional and Statutory Provisions Governing Agency Operations

There are approximately 84 village public safety officers employed in the State of Alaska under this program.

Existing Privatization Practices

DPS contracts to private sources the village public safety officer (VPSO) aspect of its services. Candidates receive training funded by the Department, and thereafter, the majority of VPSO expenses, including payroll, benefits, and housing are administered through private contracts, funded by the Department.

Alaska Police Standards Council

Total Budget

Personal Services	238.2
Travel	30.7
Contractual	569.1
Commodities	6.4
Equipment	2.0
Miscellaneous	(128.4) *
Total Expenditures	718.0
Program Receipts	718.0
Total Revenue	718.0

Recommendations

No recommendations.

Violent Crimes Compensation Board

Total Budget

Personal Services	192.9
Travel	23.5
Contractual	48.6
Commodities	5.9
Equipment	3.0
Grants / Claims	1,083.0
Total	1,356.9
Federal Receipts	310.4
Permanent Fund Receipts	1,046.5
Total Revenue	1,356.9

Recommendations

Only 16% of this budget does not go directly to grants or contractual services. However, the cost for three full-time positions averages $56,000 per year per position for payroll and benefits. The administration of this budget should be reviewed closely to see if it can be managed more cost-effectively by a private sector firm.

Council on Domestic Violence & Sexual Assault

Total Budget

Personal Services	309.8
Travel	225.3
Contractual	218.8
Commodities	11.2
Equipment	6.0
Grants / Claims	8,061.7 *
Total	8,832.8
Federal Receipts	2,833.8
General Fund	3,729.1 *
Inter-Agency Receipts	282.4
Permanent Fund Receipts	1,987.5
Total Receipts	8,832.8

* CDVSA also received a Special Appropriation of $125.0 in FY2000.

Recommendations

Only 4% of this budget does not go directly to grants or contractual services. However, the cost for full-time positions average more than $65,000 per year per position for payroll and benefits. The administration of this budget should be reviewed closely to see if it can be managed more cost-effectively by a private sector firm.

Batterer's Intervention Program

Total Budget

Personal Services	0.0
Travel	0.0
Contractual	0.0
Equipment	0.0
Grants / Claims	320.0
Total	320.0
Federal Receipts	120.0
PFD Fund	200.0
Total Revenue	320.0

Recommendations

This BRU appears to be 100% privatized; therefore no recommendations are necessary. It should be noted that the administration of this BRU is staffed by the Council on Domestic Violence and Sexual Assault.

Statewide Support

Components:

This budget request unit is comprised of 7 units: Commissioner's Office, Training Academy, Administrative Services, Alaska Wing Civil Air Patrol, Laboratory Services, APSIN, and Alaska Criminal Records & ID.

Total Budget

Commissioner's Office	632.6
Training Academy	1,374.4
Administrative Services	1,815.1
Alaska Wing Civil Air Patrol	503.1
Laboratory Services	2,103.0
APSIN	1,920.7
Alaska Criminal Records & ID	2,760.9
Unallocated Reduction	(410.0)
Total	10,699.8

Commissioner's Office

Personal Services	526.0
Travel	39.1
Contractual	61.3
Commodities	6.2
Total Expenditures	632.6
General Fund	632.6
Total Revenue	632.6

Recommendations

No recommendations.

Training Academy

Personal Services	646.1
Travel	249.2
Contractual	300.0
Commodities	127.6
Equipment	51.5
Total Expenditures	1,374.4
General Fund	817.2
Program Receipts	20.5
Inter-Agency Receipts	536.7
Total Revenue	1,374.4

Recommendations

No recommendations.

Administrative Services

Personal Services	1,546.9
Travel	19.4
Contractual	203.7
Commodities	43.1
Equipment	2.0
Total Expenditures	1,815.1
General Fund	1,714.7
Inter-Agency Receipts	100.4
Total Revenue	1,815.1

Recommendations

See statement regarding development of the Department's computer information resources and software contained in the Recommendations section of this report.

Alaska Wing – Civil Air Patrol

Personal Services	0.0
Travel	0.0
Contractual	503.1
Commodities	0.0
Total Expenditures	503.1
General Fund	503.1
Total Revenue	503.1

Recommendations

No recommendations.

Laboratory Services

Personal Services	1,670.0
Travel	46.0
Contractual	237.8
Commodities	147.2
Equipment	2.0
Total Expenditures	2,103.0
Federal Receipts	97.6
General Fund	1,952.4
General Fund Match	12.9
Inter-Agency Receipts	40.1
Total Receipts	2,103.0

Recommendations

Consensus is that use of advanced technology saves money and time, both in the delivery of services and in the judicial arena. In keeping with that finding, all the state-of-the-art equipment in the world is useless without well-trained staff to utilize that equipment. For example, the Department's crime lab has DNA equipment on site, but may lose the forensic scientist who operates that equipment if federal funding does not come through to pay for that position in the coming year.

Methodology should be put in place to record the effectiveness of evidence processed by the crime lab in regard to trials shortened by conclusive evidence, or cases which plead out due to same. It is the opinion of the Subcommittee that use of state-of-the-art technology is key to making the judicial side of cases more efficient in time and cost savings, as well as saving manpower and money in pursuit of a case.

Alaska Public Safety Information Network

Personal Services	1,248.4
Travel	22.3
Contractual	516.2
Commodities	42.6
Equipment	91.2
Total Expenditures	1,920.7
Federal Receipts	131.0
General Fund	922.2
Program Receipts	56.5
Inter-Agency Receipts	811.0
Total Receipts	1,920.7

Recommendations

The Department is currently engaged in a complete rewrite of APSIN. See statement regarding development of the Department's computer information resources and software contained in the Recommendations section of this report.

Alaska Criminal Records & Identification

Personal Services	1,201.0
Travel	58.8
Contractual	1,323.2
Commodities	39.8
Equipment	138.1
Total Expenditures	2,760.9
Federal Receipts	994.7
General Fund	965.3
Program Receipts	524.2
Inter-Agency Receipts	276.7
Total Receipts	2,760.9

Recommendations

This BRU represents the State's repository for criminal records and history. See statement regarding development of the Department's computer information resources and software contained in the Recommendations section of this report.

Unallocated Reduction

Personal Services	(410.0)
Total Expenditures	(410.0)
General Fund	(410.0)
Total Revenue	(410.0)

The Unallocated Reduction was taken in Fish & Wildlife ($77.5), AST ($282.5. and Victims for Justice ($50.0).

Facility Maintenance

Contractual	551.0
Commodities	57.8
Total Expenditures	608.8
Inter-agency Receipts	608.8
Total Revenue	608.8

Recommendations

No recommendation.

Victims for Justice

Total Budget

Personal Services	0.0
Travel	0.0
Contractual	0.0
Equipment	0.0
Grants / Claims	200.0
Total	200.0
General Fund	200.0
Total Revenue	200.0

Recommendations

This BRU appears to be 100% privatized; therefore no recommendations are necessary.

IV. Overall Recommendations and Suggestions for New Legislation

Vehicle Acquisition and Maintenance.

The Committee recommends that legislation be passed to remove vehicle fleet management responsibilities from the Department of Transportation and Public Facilities (DOT/PF) under the Highway Capital Working Fund, and to allow each department to manage the acquisition and maintenance of their own vehicles. In remote locations where DOT/PF is the only resource available, they should continue to provide service.

It is also recommended that the Legislature reauthorize an audit of the Highway Capital Working Fund.

Reimbursement for Patrol & Enforcement in Federal Waters

It is the recommendation of the Subcommittee that the federal government be notified by resolution of the Alaska Legislature that the State of Alaska be reimbursed for patrol and enforcement currently performed by DPS in federal waters outside of the three mile limit. All possible efforts be expended to ensure that Congress appropriates funds to reimburse DPS for these expenditures.

Computer Systems and Information Delivery

The Subcommittee recommends that the Legislature work with the Department to develop a comprehensive plan for more effective use of the Department's computer information resources. It is also recommended that appropriate software be acquired and utilized to provide instant and continuing information for analysis.

V. Rationale for Each Recommendation – Votes

Vehicle Acquisition and Maintenance

In a Legislative Budget & Audit study of the Vehicle Fleet Management program, dated March 24, 1995, it stated, *"With few exceptions, in our opinion, the State of Alaska is not achieving effective fleet management or realizing the full economic benefits available through consolidation of responsibilities and authority."*

The Highway Working Capitol Fund/State Equipment Fleet (HWCF/SEF) is a system designed to create substantial funds for the Department of Transportation & Public Facilities (DOT/PF), while providing all motor vehicles to state departments. This includes the Department of Public Safety for all of the varied law enforcement missions required of the Alaska State Troopers and Fish & Wildlife Protection divisions. Fees for maintenance and replacement are included in this system, creating substantial funds for DOT/PF that have not been returned to DPS either in maintenance or in replacement of vehicles.

The HWCF/SEF is based in statute (AS 44.68.210-250) which establishes the authority for DOT/PF to establish and manage the fund and fleet of vehicles. Enabling language also exists under AS 36.30.005 which reads: *"...all rights, powers, duties, and authority relating to the procurement of construction and procurement of equipment or services for the state equipment fleet and the control over construction of state facilities and the state equipment fleet."* These statutes should be amended or repealed to allow for the recommended change.

In practice this system is not effective, efficient or cost effective for the using agencies.

As budgets have been cut across the board, DOT/PF through these enabling statutes have passed on additional charges to the Department of Public Safety , and extending the term life of the vehicles. This has resulted in DPS spending more funds on vehicles and too many vehicles with excessive mileage that have become very difficult to maintain and are not reliable police, emergency response units.

Historically, as the DOT/PF budget went down, they increased all user fees, replacement costs, shop over-head, and reduced the maintenance of the vehicles. This has forced DPS to expend additional funds to maintain vehicles that were previously maintained under the much lower user fees.

DPS currently operates approximately 387 vehicles statewide. AST operates approximately 260 of these units, while F&WP operates approximately 105 units. Vehicles were initially acquired by DPS at a cost of around $20,000 per unit. Once purchased, these vehicles were leased back to DPS by DOT/PF. In exchange for the lease payments, DOT/PF provided maintenance and repair, and set funds aside for replacement vehicles. Non-standard repairs and maintenance were charged separately.

During questioning about this program, DPS officials expressed concern over rising costs associated with the current vehicle acquisition and maintenance program. Fuel was originally provided under the monthly lease payment, but must now be purchased separately. Costs to change tires or oil are far above that found in the private sector. Internal mechanisms apparently require expensive procedures. In a review of a DOT/PF print-out for winter tire changes, it was found by the vehicle coordinator that two DOT/PF personnel and shop overhead was billed, resulting in several hundred dollars in charges for this service. This service is available for around $40 in the private sector. DOT/PF refused subsequent requests by the DPS vehicle coordinator to provide further computer print-outs.

For DOT/PF to purchase and maintain vehicles in the state it is necessary to build and maintain a service organization that directly parallels private sector businesses. It would make much more sense and be far less costly to privatize this acquisition and maintenance procedure.

A more reliable method that will offer significant cost savings to the user Departments is recommended. Leasing directly from dealerships is more closely aligned with the "privatization" concept, and has the potential to save the DPS substantial funds. It would allow the Department to manage the fleet in the best interest of law enforcement and emergency service to Alaskan citizens, rather than earning high fees for DOT/PF.

DPS presently has a fleet manager on staff who also manages the housing units for repairs. This employee could become the focal point for the entire fleet acquisition, management and repair , service and replacement on a more reliable matrix.

Lease arrangements currently used by the Fairbanks Police Department, the Fairbanks North Star Borough School District, and other local government entities appear to be significantly less expensive than the arrangement with DOT/PF through the Highway Capital Working Fund. Savings are projected to be as much as $1-2 million dollars if the State moves to utilizing leasing and maintenance provisions offered through local dealerships.

The vehicles could be leased as fully equipped law enforcement units, for specific prices based on long term bid contracts, and replaced at appropriate intervals for the safety of the officers and public served.

The enabling statutes would have to be changed to allow the DPS or other user agencies to no longer use the HWCF/SEF concept and go to the private sector in open competitive bids in the best interest of the state, funding and with due consideration for the law enforcement mission.

These basic concepts and the repeal of AS 44.68.210-250 and AS 36.30.005 should be reviewed by the appropriate auditing state agency to determine feasibility and implementation, after-review of the DOT/PF computer reports on all DPS vehicles, and the budget analysis of the vehicles by DPS on the State Equipment Fleet.

Reimbursement for Patrol & Enforcement in Federal Waters

The federal government is not providing certain aspects of patrol and enforcement in waters beyond the three mile limit, specifically in regard to shellfish such as king crab. In compliance with the provisions of the Stevens-Magnuson Act, DPS has assumed patrol and enforcement in waters beyond the three mile limit, resulting in an unreimbursed financial burden to the State of Alaska.

The State of Alaska should be reimbursed for this expense. The cost to Alaskans last year was a half million dollars, and that number appears to be rising. Substantial time, money, and effort by DPS is involved in patrol and enforcement in these outer waters. The responsibility falls squarely in the lap of the federal government, and can be more properly handled by the U.S. Coast Guard and other federal agencies, or reimbursed by a direct appropriation from Congress for that purpose.

If the federal government assumes financial responsibility, DPS can be expected to reallocate funds to vital public safety functions within state boundaries.

Computer Systems and Information Delivery

At present, extensive criminal information contained within the Department's computer systems is not utilized for the purpose of analyzing the significance of that data. It would be a significant aid to management if this data were collated in a manner that would present the Department with intelligence on the who, what, where, when and why contained within computer records.

It is believed by members of the Subcommittee that the expected increase of position(s) necessary to facilitate the analysis of this sort of information would more than pay for itself with increased awareness by management of the times, places and types of crimes committed geographically, and to increase the ability to manage the results of crime more effectively.

Upgrading the Department's computers with appropriate software would provide an effective tool for management to monitor, on a continuous basis, geographic and statistical data on crime, and enable the Department to respond in a more timely manner by shifting its limited resources to deal with problems in those areas more effectively. Selected data can be made available to local communities to help them with community planning, educational and crime fighting needs.

Information from these improvements could be used by the Department and the Legislature to measure the effectiveness of the DPS in various geographical areas, and to provide the Legislature with intelligent and demonstrative evidence of the effectiveness of the Department's manpower measures, as well as the Department's overall effectiveness in dealing with crime within the state.

VI. Problems or Barriers to Proposed Implementation

Vehicle Acquisition and Maintenance

It can be expected that DOT/PF will attempt to maintain the status quo.

Reimbursement for Patrol & Enforcement in Federal Waters

It can be expected that pressure will be brought by the federal government to maintain DPS patrols in federal waters without a reimbursable services agreement or funding.

DEPT. COMMENTS

VII. Department of Public Safety Response

The following pages contain the Department's response to the Subcommittee's work and report.

STATE OF ALASKA

TONY KNOWLES, GOVERNOR

DEPARTMENT OF PUBLIC SAFETY

OFFICE OF THE COMMISSIONER

P.O. BOX 111200
JUNEAU, ALASKA 99811-1200
PHONE: (907) 465-4322
FAX: (907) 465-4362

November 17, 1999

The Commission on Privatization
DPS Subcommittee

ATTN: Deborah Luper, Chair

Dear Ms. Luper,

I appreciate the efforts you and the other members of DPS' privatization subcommittee have put into working with the Department over the past several weeks culminating in the recommendations listed below. I have provided the Department's response to each of the listed recommendations.

Fish and Wildlife Protection BRU

Recommendations

See statement regarding reimbursement for patrol and enforcement in federal waters in the recommendation section of this report.

Aircraft Section

Recommendations

Further efforts should be made to privatize repair, maintenance and annual inspections of aircraft where possible and feasible.

DPS response:

As indicated during sub-committee discussions, DPS utilizes the private sector for a substantial amount of the aircraft maintenance effort. The Department will continue to make every effort to expand that utilization consistent with the Department's needs. In our experience, it is sometimes more cost effective to accomplish tasks with Department personnel because of timeliness and the rates charged by private sector vendors for certain aircraft services.

Marine Enforcement

Recommendations

See recommendations section, as well as Appendix B, at end of report.

DPS response:

See overall recommendations section

Alaska State Troopers BRU

Criminal Investigations Bureau

Recommendations

Methodology should be put in place to record the effectiveness of evidence processed by the crime lab in relation to enhancing criminal investigation, and in regard to trials shortened by conclusive evidence, or cases which plead out due to same. It is the opinion of the Subcommittee that use of state-of-the-art technology is key to making the judicial side of cases more efficient in time and cost savings, as well as saving manpower and money in pursuit of a case.

DPS response:

The Department absolutely agrees that utilization of state of the art technology is critical to an efficient criminal justice system. Possible methods for documenting the effectiveness of the crime lab relative to guilty pleas and shortened trials may be facilitated by the upcoming increased integration between criminal justice computer systems and will be considered. However, the Department feels that any savings from high tech investigations are unlikely to accrue to the Department, but rather to the prosecution and court system as we will still have to invest in thorough and complete investigations to assure that physical evidence is admissible in the search for justice.

Narcotics Task Force

Recommendations

It is recommended that the Department utilize federal funds currently funded for counter-narcotics operations available through the U.S. Civil Air Patrol. The CAP in Alaska has not fully utilized all available funds in the past.

DPS response:

The Department currently receives extensive support from the Alaska National Guard Counter Drug Program which satisfies our current requirements for counter drug air support. As the Department's need in this area increases we will certainly consider utilizing support from the CAP where appropriate.

Violent Crimes Compensation Board BRU

Recommendations

Only 16% of this budget does not go directly to grants or contractual services. However, the cost for three full-time positions averages $56,000 per year per position for payroll and benefits. The administration of this budget should be reviewed closely to see if it can be managed more cost-effectively by a private sector firm.

DPS response:

Recommendation will be forwarded to the VCCB for review and comment.

Council on Domestic Violence & Sexual Assault BRU

Recommendations

Only 4% of this budget does not go directly to grants or contractual services. However, the cost for full-time positions average more than $65,000 per year per position for payroll and benefits. The administration of this budget should be reviewed closely to see if it can be managed more cost-effectively by a private sector firm.

DPS response:

Recommendation will be forwarded to the CDVSA for review and comment

Batterer's Intervention Program BRU

Recommendations

This BRU appears to be 100% privatized; therefore no recommendations are necessary. It should be noted that the administration of this BRU is staffed by the Council on Domestic Violence and Sexual Assault.

DPS response:

No comments

Statewide Support BTU

Administrative Services

Recommendations

See statement regarding development of the Department's computer information resources and software contained in the Recommendations section of this report.

DPS response:

See overall recommendations sections.

Laboratory Services

Recommendations

Consensus is that use of advanced technology saves money and time, both in the delivery of services and in the judicial arena. In keeping with that finding, all the state-of-the-art equipment in the world is useless without well-trained staff to utilize that equipment. For example, the Department's crime lab has DNA equipment on site, but may lose the forensic scientist who operates that equipment if federal funding does not come through to pay for that position in the coming year.

Methodology should be put in place to record the effectiveness of evidence processed by the crime lab in regard to trials shortened by conclusive evidence, or cases which plead out due to same. It is the opinion of the Subcommittee that use of state-of-the-art technology is key to making the judicial side of cases more efficient in time and cost savings, as well as saving manpower and money in pursuit of a case.

DPS response:

The Department agrees with the recommendation regarding staffing and provides comments elsewhere regarding the effectiveness of the crime lab.

Alaska Public Safety Information Network

Recommendations

The Department is currently engaged in a complete rewrite of APSIN. See statement regarding development of the Department's computer information resources and software contained in the Recommendations section of this report.

DPS recommendation:

See overall recommendations section.

Alaska Criminal Records & Identification

Recommendations

This BRU represents the State's repository for criminal records and history. See statement regarding development of the Department's computer information resources and software contained in the Recommendations section of this report.

DPS response:

See overall recommendations sections

Victims for Justice BRU

Recommendations

This BRU appears to be 100% privatized; therefore no recommendations are necessary.

DPS response:

No comments

Overall Recommendations and Suggestions for New Legislation

Vehicle Acquisition and Maintenance. The Committee recommends that legislation be passed to remove vehicle fleet management responsibilities from the Department of Transportation and Public Facilities (DOT/PF) under the Highway Capital Working Fund, and to allow each department to manage the acquisition and maintenance of their own vehicles.

It is also recommended that the Legislature reauthorize an audit of the Highway Capital Working Fund.

DPS response:

As indicated in the recommendation, any change from the current system will require action by the legislature. Further effort will also have to be put into determining whether in fact cost savings will actually accrue from such a change. Even if the provision and maintenance of

Trooper vehicles is privatized in most locations, there may be remote areas where maintenance of vehicles at DOT/PF facilities will be a cost effective arrangement.

Reimbursement for Patrol & Enforcement in Federal Waters. It is the recommendation of the Subcommittee that the federal government be notified by resolution of the Alaska Legislature that the State of Alaska be reimbursed for patrol and enforcement currently performed by DPS in federal waters outside of the three mile limit. All possible efforts be expended to ensure that Congress appropriates funds to reimburse DPS for these expenditures.

DPS response:

The Department feels that an adequately funded fisheries patrol effort is absolutely essential to sustaining these important renewable resources for the good of all Alaskans. The Department does not have a position on the appropriate source of that funding.

Computer Systems and Information Delivery. The Subcommittee recommends that the Legislature work with the Department to develop a comprehensive plan for more effective use of the Department's computer information resources. It is also recommended that appropriate software be acquired and utilized to provide instant and continuing information for analysis.

DPS response:

The Department is currently engaged, along with the other state and local criminal justice agencies, in an effort to integrate criminal justice system computers. An integral part of that effort is the updating and modernizing of APSIN (Alaska Public Safety Information Network). Not only is it critical to update APSIN for the reasons outlined in the sub-committee's recommendation but it is necessary to ensure this states ability to exchange information with other states and the FBI in the future.

Sincerely,

Del Smith
Deputy Commissioner

October 25, 1999

To: Deborah Luper

From: Del Smith

Subject: DPS privatization sub-committee request

In regard to the request for information on the Governor's office and other agency use of DPS' aircraft, specifically the King Air, please see below:

King Air hourly rate information for FY00 is based on 600 hours of anticipated use for all purposes during the year. This formula to determine the cost of operating the King Air has been used for the past three-(3) years. Hourly rates of operation for each of the department aircraft are reached by similar formulas.

Pilot refresher per diem/travel (8 pilots)	$ 10,200
Hangar rental at FAA	$ 5,100
Pilot recurrency/simulator training (8 pilots)	$ 16,000
Insurance	$ 4,992
200 hour inspection	$ 36,000
Starter overhaul (yearly cost)	$ 4,800
5 yr landing gear overhaul (yearly cost)	$ 1,800
Avionics repairs/sat phone	$ 8,250
Navigation data card subscriptions	$ 1,100
5 year prop overhaul (yearly cost)	$ 2,500
Jet A ($200/hour)	$120,000
Charts	$ 90
Oil	$ 750
Replacement aircraft parts	$ 25,500
Total direct cost	$237,082
Direct cost per hour (600 hours)	$ 395

In FY99 DPS received $60,192 from the Office of the Governor for use of state aircraft, specifically the King Air, Cessna 404, Navajo and Caravan. The total includes aircraft hours (119.4) plus overtime, per diem, etc.

Other agencies use of DPS operated aircraft during FY99 amounted to 21.5 hours. The agencies are:

Department of Administration-Information Technology Group
Department of Transportation-Airport Security

Department of Commerce
Civil Air Patrol
U.S. Marshals Office
Wasilla Police Department

I asked Colonel Glass about the use of our aircraft by agencies outside of state government and collecting funds for that use. Colonel Glass provided the following information:

> "As we spoke on Friday I wanted to remind you of the Federal Law (PL 103-11) which became law about 5 years ago after a plane crash in which a U.S. Senator was killed in South Dakota.
>
> This law makes it near impossible to receive monies from any outside source to assist in the operation of our aircraft. This means that the only money we can take is from a common treasury. i.e.: another state agency may pay us but a Municipality or Federal agency may not. The rationale behind this thinking is that if we take money from another outside agency then we are a Part 135 operation. We are then competing against the private sector. The real problem with a Part 135 operation is the training that would be required to stay current under the regulations. I do not recall the exact number of hours that would be required but it Is substantial for the King Air. It made it so cost prohibitive that we decided not to continue trying to obtain Part 135 certification. In a Part 135 operation you are also required to do crew rests, etc that really do not fit our operation at all."

It appears the use by other Departments was very limited and the creation of reimbursable services agreements (RSA) with each of those agencies would not have been cost effective.

<u>Information</u>

As an aside, I mentioned in one of the earlier meetings that two years ago, the King Air was involved in a case involving early crab fishing which resulted in $200,000 seizure and forfeiture to the state.

Again, this year the aircraft has proved pivotal to our enforcement efforts on the crab fisheries. The King Air just completed a crab fishery patrol in the Aleutians this past Friday, October 22, where it was instrumental in making a case for fishing early which will likely amount to at least $150,000 or more going into the State of Alaska's coffers.

APPENDIX A

Contracts with the Private Sector

DEPARTMENT OF PUBLIC SAFETY SUBCOMMITTEE

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

Department of Public Safety
CONTRACTS WITH THE PRIVATE SECTOR

NAME	EN #	TOTAL AMT. PAID
ARCTIC RESEARCH AND EVALUATION	1290811	$3,000.00
C & C CUSTODIAL	1290253	$8,769.60
DJ EXCAVATION	1290003	$41,407.64
DILLON & FINDLEY	1290775	$4,808.31
FRONTIER COMMUNITY SERVICES	1290252	$4,387.79
GEORGE'S STORAGE	1290015	$5,355.00
I EVEN DO WINDOWS	1290249	$5,400.00
INTELIANT	1290543	$-
JENSEN YORBA LOTT, INC	1290184	$1,470.00
KAMINSKY & ASSOC	1290717	$-
KAGISTA JANITORIAL SERVICES	1290254	$10,992.84
KNIGHTWATCH SECURITY	1290255	$5,734.20
LAW ENFORCEMENT PSYCHOLOGICAL	1290250	$31,380.00
MTG. MANAGEMENT CONSULTANTS	1290363	$178,925.00
MATANUSKA TOWING & RECOVERY	1290033	$9,000.00
MCKENZIE & ASSOC	1290183	$2,000.00
NATIONAL LAW ENFORCEMENT TELE	1290091	$18,000.00
NETWORK BUSINESS SYSTEMS	1290147	$6,850.00
SOFTWARE NORTH	1290008	$64,380.00
TYLER RENTAL	1290199	$9,180.00
VALERIE VAN BROCKEIN	1290335	$8,000.00
WESTERN IDENTIFICATION NETWORK	1290022	$313,929.00
WORKSAFE	1290001	$3,388.00
WORKSAFE	1290014	$386.94
WOODRUFF & ASSOC	1290002	$2,400.00
ASSOC OF VILLAGE COUNCIL PRESIDENTS	1290102	$1,480,651.51
BRISTOL BAY NATIVE ASSOC	1290187	$706,178.44
BRISTOL BAY NATIVE ASSOC	1290690	$20,000.00
CHUGACHMIUT	1290142	$65,248.21
KAWERAK	1290139	$677,776.09
KODIAK AREA NATIVE ASSOC	1290104	$232,277.45
MANIILAQ MANPOWER	1290103	$433,542.36
TANANA CHIEFS CONFERENCE	1290097	$703,024.43
CENTRAL COUNCIL TLINGIT-HAIDA	1290105	$401,557.80
		$5,459,400.61

APPENDIX B

Fish & Wildlife Protection FY99 Operating Dollars Spent in Enforcement Efforts in the Bering Sea Region

As of November 12, 1999

DEPARTMENT OF PUBLIC SAFETY SUBCOMMITTEE

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

Fish & Wildlife Protection
FY99 Operating Dollars Spent in Enforcement Efforts
in the Bering Sea Region
As of November 12, 1999

This analysis considers direct costs identified to operate patrol aircraft and vessels to enforce commercial fishing laws outside the 3-mile limit in the Bering Sea:

Aircraft Section:

King Air	
Flight hours for "C" Detachment – Western Alaska = 177 Hours	
(Assumption 90% of all hours 196.7 applicable to Bering Sea)	
$397 cost per hour wet rate in FY99	$70,269
2 Pilots' time to fly King Air	
(Assumption 177 hours: 71.4% = 126.4 hrs. straight time and	
28.6% = 50.6 hrs. overtime)Troopers Cooper and Kmiecik	
as primary pilots	$15,016
1 FLIR Operator	
(Assumption 177 hours: 71.4% = 126.4 hrs. straight time and	
28.6% = 50.6 hrs. overtime)	
FWA Wortman as FLIR Operator	$2,608
Total King Air Cost:	$87,893

Marine Enforcement:

PV Stimson	
Sea Days for vessel 73	
Sea Pay per Day	
(Assumption 73 days: 71.4% = 52 on duty days and	
28.6% = 21 days regular days off)	
Crew Wages	176,622
Other Line Items Operating Rate: $1,543 per day	112,639
PV Stimson Cost:	289,261
PV Woldstad	
Sea Days for vessel 29	
Sea Pay per Day	
(Assumption 29 days: 71.4% = 21 on duty days and	
28.6% = 8 days regular days off)	
Crew Wages	63,104
Other Line Items Operating Rate: $1,168 per day	33,872
PV Woldstad Cost:	96,976
Combined Costs:	$474,130

APPENDIX C

Statewide Equipment Fleet
Department of Public Safety by Collocode
*Fleet Assignment and Usage**

***Not available in electronic format. To see original, please contact one of the following:**

Senator Jerry Ward
(907) 465-4940; Senator_Jerry_Ward@legis.state.ak.us
Room423, State Capitol, Juneau, AK 99801-1182

Representative John Cowdery
(907) 465-3879; Representative_John_Cowdery@legis.state.ak.us
Room 204, State Capital, Juneau, AK 99801-1182

After the end of the 2nd Session of the 21st Legislature in the year 2000, contact:
(907) 465-3808; Legislative Reference Library, State Capitol, Juneau, AK 99801-1182

DEPARTMENT OF PUBLIC SAFETY SUBCOMMITTEE

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
Collocode: 12100004 FWP A DETACHMENT										
0801	022	1988 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	1,071	60,850
30034	022	1991 CHV PU STD RCAB 4X2 1/2T	WZ	144	17	0.00	0.00	M	0	41,125
30037	022	1991 CHV PU STD RCAB 4X2 1/2T	WZ	144	8	0.00	0.00	M	0	34,630
30828	022	1993 CHV PU STD RCAB 4X2 1/2T	WZ	144	3	0.00	0.00	M	2,272	24,862
30829	022	1993 CHV PU STD RCAB 4X2 1/2T	DX	0	0	0.00	0.00	M	0	30,015
30830	022	1993 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	0	35,797
30370	028	1992 CHV UTIL WAGON MID 4X4	WX	144	0	0.00	0.00	M	0	32,909
2325	055	1990 FRD PU STD RCAB 4X4 3/4T	WZ	252	23	0.00	0.00	M	0	29,740
30870	055	1993 CHV PU STD RCAB 4X4 3/4T	WZ	252	11	0.00	0.00	M	0	38,366
32075	055	1995 CHV PU STD RCAB 4X4 3/4T	W05	252	469	0.00	0.00	M	0	38,494
2393	055	1990 FRD PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	2,065	52,175
2918	055	1991 CHV PU STD XCAB 4X4 3/4T	DX	0	0	0.00	0.00	M	0	24,653
30031	055	1991 CHV PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	0	57,728
32803	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	2,489	9,008
32804	055	1998 CHV PU STD XCAB 4X4 3/4T	D05	0	350	0.00	0.00	M	0	2,575
32813	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	347	0.00	0.00	M	2,840	12,604
32883	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	241	0.00	0.00	M	0	3,763
33215	055	1999 FRD PU STD XCAB 4X4 3/4T	D05	0	323	0.00	0.00	M	0	30
33216	055	1999 FRD PU STD XCAB 4X4 3/4T	D05	0	323	0.00	0.00	M	0	28
90423	108	1998 FRD SEDAN MID	N07	0	0	0.00	0.00	M	3,079	10,133
31227	109	1994 FRD SEDAN STD	W07	144	227	0.00	0.00	M	1,049	44,527
31922	155	1981 FRD PU STD RCAB 4X4 3/4T	N07	0	0	0.00	0.00	M	0	31,981
31111	921	1991 EZL TRLR BOAT	NX	0	0	0.00	0.00	H	0	0
50036	921	1996 CKN TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
6957	921	1980 EZL TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
CC 12100004 Totals: 25 Vehs				3,024	2,692					
Collocode: 12110004 FWP B DETACHMENT										
1162	022	1981 CHV PU STD RCAB 4X2 1/2T	N05	0	0	0.00	0.00	M	0	1,027
30541	022	1992 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	0	97,678
31234	022	1994 CHV PU STD RCAB 4X2 1/2T	WZ	144	21	0.00	0.00	M	0	87,361
31235	022	1994 CHV PU STD RCAB 4X2 1/2T	WZ	144	14	0.00	0.00	M	3,558	55,149
31247	022	1994 CHV PU STD RCAB 4X2 1/2T	WZ	144	18	0.00	0.00	M	4,526	63,079
31304	022	1994 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	11,987	62,151
2314	022	1990 CHV PU STD XCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	0	86,556
32072	055	1995 CHV PU STD RCAB 4X4 3/4T	W05	252	353	0.00	0.00	M	3,784	71,999
32074	055	1995 CHV PU STD RCAB 4X4 3/4T	W05	252	351	0.00	0.00	M	0	46,752
32575	055	1997 FRD PU STD RCAB 4X4 3/4T	W05	252	413	0.00	0.00	M	463	30,488
5393	055	1981 DDG PU STD RCAB 4X4 3/4T	DX	0	0	0.00	0.00	M	0	84,939
30001	055	1991 CHV PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	72	47,562

Veh No	Bill Clas	Veh Descripti...	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
30063	055	1991 CHV PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	3,665	75,882
30801	055	1993 CHV PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	927	104,526
31941	055	1995 FRD PU STD XCAB 4X4 3/4T	W05	252	535	0.00	0.00	M	0	65,695
31942	055	1995 FRD PU STD XCAB 4X4 3/4T	W05	252	527	0.00	0.00	M	7,245	95,388
31943	055	1995 FRD PU STD XCAB 4X4 3/4T	W05	252	457	0.00	0.00	M	6,323	81,641
31944	055	1995 FRD PU STD XCAB 4X4 3/4T	W05	252	528	0.00	0.00	M	0	69,415
31956	055	1995 FRD PU STD XCAB 4X4 3/4T	W05	252	461	0.00	0.00	M	0	61,080
32578	055	1997 FRD PU STD XCAB 4X4 3/4T	W05	252	479	0.00	0.00	M	0	24,334
32794	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	6,238	12,658
32795	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	0	10,428
32798	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	12,503	23,773
32799	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	0	4,190
32800	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	7,559	22,336
32801	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	0	22,393
32805	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	4,474	10,050
32806	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	0	14,991
32815	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	342	0.00	0.00	M	3,893	6,140
33143	055	1999 FRD PU STD XCAB 4X4 3/4T	W05	252	311	0.00	0.00	M	0	34
30821	108	1993 CHV SEDAN MID	W07	144	112	0.00	0.00	M	4,155	57,257
90481	108	1999 FRD SEDAN MID	N02	0	0	0.00	0.00	M	0	10
90482	128	1999 FRD UTIL WAGON MID 4X4	N02	0	0	0.00	0.00	M	0	15
90484	152	1999 FRD UTIL WAGON STD 4X4	N02	0	0	0.00	0.00	M	0	12
2725	155	1987 FRD PU STD RCAB 4X4 3/4T	N07	0	0	0.00	0.00	M	0	67,902
50019	921	1996 CKN TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
50050	921	1996 KAR TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
50083	921	1996 KAR TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
50084	921	1996 CKN TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
CC 12110004 Totals:		39 Vehs		6,552	7,722					
Collocode: 12120004 FWP C DETACHMENT										
30010	022	1991 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	1,513	46,007
30792	022	1993 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	0	31,248
30803	022	1993 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	0	65,996
30819	022	1993 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	2,133	53,608
30823	032	1993 CHV PU STD XCAB 4X2 3/4T	WZ	144	7	0.00	0.00	M	0	14,337
2403	052	1990 CHV UTIL WAGON STD 4X4	WX	252	0	0.00	0.00	M	0	66,403
30811	055	1993 CHV PU STD RCAB 4X4 3/4T	WZ	252	6	0.00	0.00	M	0	6,732
31279	055	1994 FRD PU STD RCAB 4X4 3/4T	WZ	252	29	0.00	0.00	M	0	39,462
32332	055	1996 CHV PU STD RCAB 4X4 3/4T	W05	252	397	0.00	0.00	M	2,064	22,116
32572	055	1997 FRD PU STD RCAB 4X4 3/4T	W05	252	412	0.00	0.00	M	0	10,940
32574	055	1997 FRD PU STD RCAB 4X4 3/4T	W05	252	465	0.00	0.00	M	0	1,680
32576	055	1997 FRD PU STD RCAB 4X4 3/4T	W05	252	380	0.00	0.00	M	3,018	11,433
2421	055	1990 CHV PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	495	42,175

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
30009	055	1991 CHV PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	1,100	63,357
32577	055	1997 FRD PU STD XCAB 4X4 3/4T	W05	252	410	0.00	0.00	M	0	4,552
32583	055	1997 FRD PU STD XCAB 4X4 3/4T	W05	252	476	0.00	0.00	M	434	6,194
32620	055	1997 FRD PU STD XCAB 4X4 3/4T	W05	252	448	0.00	0.00	M	0	19,466
32792	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	0	8,360
32796	055	1998 CHV PU STD XCAB 4X4 3/4T	D05	0	350	0.00	0.00	M	0	13
32802	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	0	3,000
32807	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	1,218	7,043
32808	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	0	5,563
33212	055	1999 FRD PU STD XCAB 4X4 3/4T	W05	252	311	0.00	0.00	M	245	263
31246	108	1994 BCK SEDAN MID	W07	144	176	0.00	0.00	M	2,728	73,610
31421	108	1994 BCK SEDAN MID	W07	144	180	0.00	0.00	M	0	43,405
31685	108	1995 FRD SEDAN MID	W07	144	194	0.00	0.00	M	3,033	41,278
7168	122	1984 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	0	17,380
30000	128	1991 CHV MINIVAN, AWD	WX	144	0	0.00	0.00	M	0	50,332
30006	155	1991 CHV PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	3,686	44,214
32957	055	1998 FRD PU STD XCAB 4X4 3/4T	W05	252	376	0.00	0.00	M	0	300
50082	610	1992 CCH TRLR CARGO	N15	0	0	0.00	0.00	H	0	0
1927	846	1991 WST A SNOWPLOW LT TRK	N07	0	0	0.00	0.00	H	0	0
2867	921	1991 CKN TRLR BOAT	NX	0	0	0.00	0.00	H	0	0
50018	921	1980 EZL TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
50032	921	1997 EZL TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
CC 12120004 Totals:		35 Vehs		6,228	6,017					
Collocode: 12130004 FWP D DETACHMENT										
31248	022	1994 CHV PU STD RCAB 4X2 1/2T	WZ	144	13	0.00	0.00	M	3,129	56,431
31949	055	1995 CHV PU STD XCAB 4X4 3/4T	W05	252	453	0.00	0.00	M	2,996	62,576
31951	055	1995 CHV PU STD XCAB 4X4 3/4T	W05	252	456	0.00	0.00	M	4,093	73,731
31953	055	1995 CHV PU STD XCAB 4X4 3/4T	D05	0	459	0.00	0.00	M	3,559	52,879
32793	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	2,245	17,866
32810	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	352	0.00	0.00	M	3,016	9,903
32811	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	351	0.00	0.00	M	3,836	12,600
32812	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	352	0.00	0.00	M	1,816	10,916
33145	055	1999 FRD PU STD XCAB 4X4 3/4T	W05	252	318	0.00	0.00	M	1	34
32123	062	1995 CHV PU STD CDSL 4X4 3/4T	W05	252	506	0.00	0.00	M	3,853	51,431
32778	108	1998 FRD SEDAN MID	W07	144	176	0.00	0.00	M	0	7,367
50080	921	1984 CKN TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
CC 12130004 Totals:		12 Vehs		2,304	3,786					
Collocode: 12160004 FWP CCB										

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
32129	032	1996 CHV PU STD XCAB 4X2 3/4T	W05	144	383	0.00	0.00	M	0	20,478
90449	028	1998 FRD UTIL WAGON MID 4X4	N03	0	0	0.00	0.00	M	0	43
31438	108	1994 BCK SEDAN MID	W07	144	174	0.00	0.00	M	5,841	63,343
31692	108	1995 FRD SEDAN MID	W07	144	192	0.00	0.00	M	0	47,735
90410	108	1998 FRD SEDAN MID	N07	0	0	0.00	0.00	M	0	30
90409	152	1998 FRD UTIL WAGON STD 4X4	N07	0	0	0.00	0.00	M	0	30
CC 12160004 Totals:		6 Vehs		432	749					
Collocode: 12200004 FWP DIRECTOR'S OFFICE										
33049	109	1998 PON SEDAN STD	W07	144	192	0.00	0.00	M	4,000	15,425
CC 12200004 Totals:		1 Vehs		144	192					
Collocode: 12200104 FWP STATEWIDE SUPPORT										
30824	108	1993 CHV SEDAN MID	W07	144	106	0.00	0.00	M	2,646	52,565
31709	108	1995 FRD SEDAN MID	W07	144	217	0.00	0.00	M	4,467	54,615
31912	108	1995 FRD SEDAN MID	W07	144	210	0.00	0.00	M	1,490	33,637
0437	921	1986 CKN TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
CC 12200104 Totals:		4 Vehs		432	533					
Collocode: 12220004 FWP AIRCRAFT SECTION										
33142	055	1999 FRD PU STD XCAB 4X4 3/4T	W05	252	310	0.00	0.00	M	0	24
31263	108	1994 BCK SEDAN MID	W07	144	175	0.00	0.00	M	6,789	95,193
50066	610	1998 SHP TRLR CARGO	N15	0	0	0.00	0.00	H	0	0
CC 12220004 Totals:		3 Vehs		396	485					
Collocode: 12240004 FWP MARINE ENFORCEMENT										
2236	022	1989 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	439	41,768
31857	022	1995 FRD PU STD RCAB 4X2 1/2T	W05	144	294	0.00	0.00	M	0	25,361
30110	062	1991 CHV TRK FLATBED 4X2 1T	WZ	252	21	0.00	0.00	M	0	32,333
30816	055	1993 CHV PU STD RCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	0	83,253
CC 12240004 Totals:		4 Vehs		792	315					

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
Collocode: 12300117 FIRE PROTECTION - ADMIN										
7500	022	1984 CHV PU STD RCAB 4X2 1/2T	N05	0	0	0.00	0.00	M	0	117,694
31306	028	1994 CHV VAN 4X2 1/2T	WZ	144	25	0.00	0.00	M	1,513	48,072
31863	028	1995 CHV VAN 4X2 1/2T	W05	144	367	0.00	0.00	M	0	47,222
31869	028	1995 CHV VAN 4X2 1/2T	W05	144	367	0.00	0.00	M	0	42,178
2416	052	1990 CHV UTIL WAGON STD 4X4	WZ	252	24	0.00	0.00	M	7	57,818
30832	108	1993 CHV SEDAN MID	W07	144	110	0.00	0.00	M	0	34,133
30896	108	1993 CHV SEDAN MID	W07	144	106	0.00	0.00	M	2,025	36,597
31703	108	1995 FRD SEDAN MID	W07	144	218	0.00	0.00	M	1,000	54,153
5049	195	1981 EMO ARFF VEHICLE	NX	0	0	0.00	0.00	H	0	13,518
5670	195	1981 EMO ARFF VEHICLE	NZ	0	0	0.00	0.00	H	0	19,483
CC 12300117 Totals:		10 Vehs		1,116	1,217					
Collocode: 12300305 FIRE PROTECTION - FIRE SVC TNG										
0416	108	1986 CHV SEDAN MID	N07	0	0	0.00	0.00	M	0	79,489
30100	128	1986 DDG MINIVAN, AWD	N07	0	0	0.00	0.00	M	0	83,084
32450	128	1986 CHV UTIL WAGON MID 4X4	N07	0	0	0.00	0.00	M	0	131,808
CC 12300305 Totals:		3 Vehs		0	0					
Collocode: 12433039 A HWCF										
33217	055	1999 FRD PU STD XCAB 4X4 3/4T	W05	252	323	0.00	0.00	M	0	29
CC 12433039 Totals:		1 Vehs		252	323					
Collocode: 12433099 C HWCF										
1324	022	1989 CHV PU STD RCAB 4X2 1/2T	WX	144	0	0.00	0.00	M	1,880	51,073
CC 12433099 Totals:		1 Vehs		144	0					
Collocode: 12510041 AST - CIB ADMIN										
30863	109	1993 CHV SEDAN STD	W07	144	237	0.00	0.00	M	0	40,270
CC 12510041 Totals:		1 Vehs		144	237					

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
Collocode: 12510141 AST - CIB SCIU										
31916	028	1995 CHV VAN 4X2 1/2T	W05	144	504	0.00	0.00	M	0	38,448
33010	052	1998 FRD UTIL WAGON STD 4X4	W05	252	488	0.00	0.00	M	0	6,802
30336	109	1992 LCN SEDAN STD	N07	0	0	0.00	0.00	M	0	55,701
30862	109	1993 CHV SEDAN STD	W07	144	232	0.00	0.00	M	0	39,881
31180	109	1994 FRD SEDAN STD	W07	144	234	0.00	0.00	M	0	66,325
31184	109	1994 FRD SEDAN STD	W07	144	226	0.00	0.00	M	3,140	50,312
31188	109	1994 FRD SEDAN STD	W07	144	215	0.00	0.00	M	2,763	45,200
31190	109	1994 FRD SEDAN STD	W07	144	222	0.00	0.00	M	3,650	47,637
31191	109	1994 FRD SEDAN STD	W07	144	221	0.00	0.00	M	0	43,089
31198	109	1994 FRD SEDAN STD	W07	144	220	0.00	0.00	M	0	45,740
31226	109	1994 FRD SEDAN STD	W07	144	220	0.00	0.00	M	0	31,179
30598	116	1992 FRD POLICE SECURITY	WZ	270	-11	0.00	0.00	M	0	77,413
31825	116	1995 FRD POLICE SECURITY	W05	270	427	0.00	0.00	M	0	31,297
31895	128	1995 CHV MINIVAN, AWD	W07	144	304	0.00	0.00	M	2,179	46,679
32317	190	1980 FRD AMBULANCE	NX	0	0	0.00	0.00	M	0	29,110
CC 12510141 Totals:		15 Vehs		2,232	3,502					
Collocode: 12510341 AST - SDEU										
0985	037	1988 FRD VAN 4X2 3/4T	DX	0	0	0.00	0.00	M	0	19,422
32984	037	1983 FRD VAN 4X2 3/4T	N05	0	0	0.00	0.00	M	0	24,000
31253	052	1994 FRD UTIL WAGON STD 4X4	DZ	0	34	0.00	0.00	M	0	67,388
2328	055	1990 FRD PU STD RCAB 4X4 3/4T	DX	0	0	0.00	0.00	M	0	94,406
2376	055	1990 FRD PU STD XCAB 4X4 3/4T	DX	0	0	0.00	0.00	M	0	129,142
2497	052	1990 CHV SUBURBAN 4X4 3/4T	DX	0	0	0.00	0.00	M	0	56,896
7597	108	1984 CHV SEDAN COM	N07	0	0	0.00	0.00	M	0	90,839
30814	108	1993 CHV SEDAN MID	W07	144	105	0.00	0.00	M	0	69,173
30837	108	1993 CHV SEDAN MID	D07	0	112	0.00	0.00	M	0	60,801
30895	108	1993 CHV SEDAN MID	D07	0	108	0.00	0.00	M	0	56,286
31708	108	1995 FRD SEDAN MID	D07	0	217	0.00	0.00	M	0	53,251
32982	155	1991 TOY PU STD XCAB 4X4 1/2T	N07	0	0	0.00	0.00	M	0	86,782
90486	128	1999 FRD UTIL WAGON MID 4X4	N02	0	0	0.00	0.00	M	19	34
30586	155	1983 CHV PU STD RCAB 4X4 1/2T	N07	0	0	0.00	0.00	M	0	26,783
32348	155	1993 FRD PU STD RCAB 4X4 1/2T	NX	0	0	0.00	0.00	M	0	90,178
7463	221	1977 CHC TRK VAN 16000#	NX	0	0	0.00	0.00	M	443	65,560
CC 12510341 Totals:		16 Vehs		144	576					
Collocode: 12510410 ANC Airport Detail										

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
90424	128	1998 FRD UTIL WAGON MID 4X4	N07	0	0	0.00	0.00	M	0	17,203
CC 12510410 Totals:		1 Vehs		0	0					
Collocode: 12510430 AST - FAIRBANKS METRO										
90443	028	1998 FRD UTIL WAGON MID 4X4	N03	0	0	0.00	0.00	M	0	6,571
90445	028	1998 FRD UTIL WAGON MID 4X4	N03	0	0	0.00	0.00	M	0	10,936
CC 12510430 Totals:		2 Vehs		0	0					
Collocode: 12510440 JUNEAU METRO/SEANET										
90455	028	1998 FRD UTIL WAGON MID 4X4	N03	0	0	0.00	0.00	M	0	4,162
CC 12510440 Totals:		1 Vehs		0	0					
Collocode: 12510450 AST - PALMER SDEU										
90444	028	1998 FRD UTIL WAGON MID 4X4	N03	0	0	0.00	0.00	M	0	10,681
90453	052	1998 FRD UTIL WAGON STD 4X4	N03	0	0	0.00	0.00	M	0	11,293
90425	128	1998 FRD UTIL WAGON MID 4X4	N07	0	0	0.00	0.00	M	0	16,732
CC 12510450 Totals:		3 Vehs		0	0					
Collocode: 12520011 DO BASE PROGRAM										
90467	109	1999 DDG SEDAN STD	N02	0	0	0.00	0.00	M	0	120
CC 12520011 Totals:		1 Vehs		0	0					
Collocode: 12520041 AST - DIRECTOR'S OFFICE										
33011	052	1998 FRD UTIL WAGON STD 4X4	W05	252	484	0.00	0.00	M	1	9,657
CC 12520041 Totals:		1 Vehs		252	484					
Collocode: 12530041 AST - JUDICIAL SERVICES										
31251	028	1994 CHV VAN 4X2 1/2T	WZ	144	23	0.00	0.00	M	0	28,043

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
31310	028	1994 CHV VAN 4X2 1/2T	WZ	144	44	0.00	0.00	M	1,999	46,568
31311	028	1994 CHV VAN 4X2 1/2T	WZ	144	46	0.00	0.00	M	0	38,498
31864	028	1995 CHV VAN 4X2 1/2T	W05	144	393	0.00	0.00	M	1,294	27,468
31915	028	1995 CHV VAN 4X2 1/2T	W05	144	626	0.00	0.00	M	0	28,541
32327	028	1996 CHV VAN 4X2 1/2T	W05	144	491	0.00	0.00	M	0	36,103
32328	028	1996 CHV VAN 4X2 1/2T	W05	144	486	0.00	0.00	M	6,322	50,349
31701	037	1995 CHV VAN 4X2 3/4T	W05	144	396	0.00	0.00	M	1,615	35,368
31713	037	1995 CHV VAN 4X2 3/4T	W05	144	404	0.00	0.00	M	1,876	30,194
31183	109	1994 FRD SEDAN STD	W07	144	242	0.00	0.00	M	2,021	48,077
31185	109	1994 FRD SEDAN STD	W07	144	229	0.00	0.00	M	3,854	76,686
31187	109	1994 FRD SEDAN STD	W07	144	216	0.00	0.00	M	0	52,400
31199	109	1994 FRD SEDAN STD	W07	144	216	0.00	0.00	M	974	59,425
31200	109	1994 FRD SEDAN STD	W07	144	212	0.00	0.00	M	5,504	70,534
31393	109	1994 FRD SEDAN STD	W07	144	218	0.00	0.00	M	0	48,707
30898	115	1993 FRD POLICE INTERCEPTOR	WZ	270	-20	0.00	0.00	M	5,153	89,915
32110	116	1996 FRD POLICE SECURITY	W05	270	487	0.00	0.00	M	1,645	49,183
30415	137	1992 FRD VAN CARGO/W 4X2 3/4T	WX	144	0	0.00	0.00	M	0	134,500
CC 12530041 Totals:		18 Vehs		2,844	4,709					
Collocode: 12572000 AST- NTF/SDEU										
90442	028	1998 FRD UTIL WAGON MID 4X4	N03	0	0	0.00	0.00	M	0	9,440
90454	052	1998 FRD UTIL WAGON STD 4X4	N03	0	0	0.00	0.00	M	631	13,888
90439	128	1998 FRD UTIL WAGON MID 4X4	N07	0	0	0.00	0.00	M	0	13,955
90471	128	1999 FRD UTIL WAGON MID 4X4	N02	0	0	0.00	0.00	M	0	13
CC 12572000 Totals:		4 Vehs		0	0					
Collocode: 12600041 AST A DETACHMENT										
30843	028	1993 CHV VAN 4X2 1/2T	WZ	144	34	0.00	0.00	M	35,288	85,116
31495	028	1994 FRD VAN 4X2 1/2T	WZ	144	106	0.00	0.00	M	0	71,458
31894	028	1995 CHV VAN 4X2 1/2T	W05	144	519	0.00	0.00	M	0	67,406
31906	028	1995 CHV VAN 4X2 1/2T	W05	144	552	0.00	0.00	M	890	16,840
31758	052	1995 FRD UTIL WAGON STD 4X4	W05	252	437	0.00	0.00	M	0	28,027
32597	052	1997 FRD UTIL WAGON STD 4X4	W05	252	694	0.00	0.00	M	3,039	25,911
32848	052	1998 FRD UTIL WAGON STD 4X4	W05	252	451	0.00	0.00	M	1,196	4,151
31431	052	1994 CHV SUBURBAN 4X4 3/4T	WZ	252	91	0.00	0.00	M	4,687	100,000
32324	052	1996 CHV SUBURBAN 4X4 3/4T	W05	252	741	0.00	0.00	M	2,438	44,693
2777	115	1992 CHV POLICE INTERCEPTOR	WZ	270	-7	0.00	0.00	M	0	60,169
2809	115	1991 CHV POLICE INTERCEPTOR	WZ	270	39	0.00	0.00	M	2,365	52,707
31790	115	1995 FRD POLICE INTERCEPTOR	WZ	270	164	0.00	0.00	M	3,450	56,434
31828	115	1995 FRD POLICE INTERCEPTOR	WZ	270	184	0.00	0.00	M	3,334	58,821

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
32125	115	1996 FRD POLICE INTERCEPTOR	W04	270	577	0.00	0.00	M	3,228	23,888
32126	115	1996 FRD POLICE INTERCEPTOR	W04	270	607	0.00	0.00	M	0	39,505
32127	115	1996 FRD POLICE INTERCEPTOR	W04	270	607	0.00	0.00	M	34,328	77,860
32128	115	1996 FRD POLICE INTERCEPTOR	W04	270	645	0.00	0.00	M	0	37,430
32481	115	1997 FRD POLICE INTERCEPTOR	W04	270	565	0.00	0.00	M	1,242	10,673
31831	116	1995 FRD POLICE SECURITY	W05	270	602	0.00	0.00	M	3,669	46,942
2708	610	1989 TPK TRLR CARGO	NX	0	0	0.00	0.00	H	0	0
CC 12600041 Totals:		20 Vehs		4,536	7,608					
Collocode: 12610041 AST B DETACHMENT										
31892	028	1995 CHV VAN 4X2 1/2T	W05	144	452	0.00	0.00	M	2,116	36,259
32326	028	1996 CHV VAN 4X2 1/2T	W05	144	489	0.00	0.00	M	4,258	30,330
32775	028	1998 CHV VAN 4X2 1/2T	W05	144	359	0.00	0.00	M	6,291	26,383
32777	028	1998 CHV VAN 4X2 1/2T	W05	144	373	0.00	0.00	M	6,328	39,790
30051	037	1991 CHV VAN 4X2 3/4T	WZ	144	25	0.00	0.00	M	0	26,149
32013	028	1995 FRD UTIL WAGON MID 4X4	W05	144	527	0.00	0.00	M	1,193	43,749
32841	052	1998 FRD UTIL WAGON STD 4X4	W05	252	543	0.00	0.00	M	4,161	21,375
32842	052	1998 FRD UTIL WAGON STD 4X4	W05	252	397	0.00	0.00	M	0	8,172
32843	052	1998 FRD UTIL WAGON STD 4X4	W05	252	432	0.00	0.00	M	0	11,666
32853	052	1998 FRD UTIL WAGON STD 4X4	W05	252	555	0.00	0.00	M	10,434	20,910
30836	108	1993 CHV SEDAN MID	W07	144	107	0.00	0.00	M	3,782	74,676
31189	109	1994 FRD SEDAN STD	W07	144	221	0.00	0.00	M	2,123	64,701
31570	115	1994 FRD POLICE INTERCEPTOR	WZ	270	35	0.00	0.00	M	5,847	83,808
31575	115	1994 FRD POLICE INTERCEPTOR	WZ	270	32	0.00	0.00	M	5,124	112,595
31576	115	1994 FRD POLICE INTERCEPTOR	WZ	270	61	0.00	0.00	M	3,218	72,735
31584	115	1994 FRD POLICE INTERCEPTOR	WZ	270	64	0.00	0.00	M	5,363	102,266
31585	115	1994 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	980	95,374
31586	115	1994 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	0	90,222
31789	115	1995 FRD POLICE INTERCEPTOR	WZ	270	85	0.00	0.00	M	6,175	79,089
31801	115	1995 FRD POLICE INTERCEPTOR	WZ	270	43	0.00	0.00	M	6,541	55,701
31802	115	1995 FRD POLICE INTERCEPTOR	WZ	270	116	0.00	0.00	M	5,614	107,396
31805	115	1995 FRD POLICE INTERCEPTOR	WZ	270	180	0.00	0.00	M	9,404	84,905
31806	115	1995 FRD POLICE INTERCEPTOR	W04	270	238	0.00	0.00	M	7,151	91,230
31809	115	1995 FRD POLICE INTERCEPTOR	W04	270	347	0.00	0.00	M	5,208	99,190
31810	115	1995 FRD POLICE INTERCEPTOR	WZ	270	89	0.00	0.00	M	6,975	99,046
31812	115	1995 FRD POLICE INTERCEPTOR	WZ	270	45	0.00	0.00	M	966	101,228
31813	115	1995 FRD POLICE INTERCEPTOR	W04	270	181	0.00	0.00	M	5,534	70,529
31814	115	1995 FRD POLICE INTERCEPTOR	WZ	270	46	0.00	0.00	M	5,556	81,228
32103	115	1996 FRD POLICE INTERCEPTOR	W04	270	588	0.00	0.00	M	2,216	87,382
32104	115	1996 FRD POLICE INTERCEPTOR	W04	270	523	0.00	0.00	M	329	91,954
32105	115	1996 FRD POLICE INTERCEPTOR	W04	270	558	0.00	0.00	M	5,636	60,601
32468	115	1997 FRD POLICE INTERCEPTOR	W04	270	599	0.00	0.00	M	0	37,306
32472	115	1997 FRD POLICE INTERCEPTOR	W04	270	620	0.00	0.00	M	2,927	58,092

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
32473	115	1997 FRD POLICE INTERCEPTOR	W04	270	757	0.00	0.00	M	10,158	58,794
32474	115	1997 FRD POLICE INTERCEPTOR	W04	270	617	0.00	0.00	M	5,632	49,332
32475	115	1997 FRD POLICE INTERCEPTOR	W04	270	543	0.00	0.00	M	6,008	52,331
32483	115	1997 FRD POLICE INTERCEPTOR	W04	270	677	0.00	0.00	M	6,533	26,287
32510	115	1997 FRD POLICE INTERCEPTOR	W04	270	592	0.00	0.00	M	5,566	29,480
32511	115	1997 FRD POLICE INTERCEPTOR	W04	270	612	0.00	0.00	M	3,800	41,064
32512	115	1997 FRD POLICE INTERCEPTOR	W04	270	641	0.00	0.00	M	8,348	40,192
32781	115	1999 FRD POLICE INTERCEPTOR	W04	270	578	0.00	0.00	M	4,039	7,857
32782	115	1999 FRD POLICE INTERCEPTOR	W04	270	553	0.00	0.00	M	5,659	7,907
32870	115	1998 FRD POLICE INTERCEPTOR	W04	270	440	0.00	0.00	M	3,148	12,648
31822	116	1995 FRD POLICE SECURITY	W05	270	388	0.00	0.00	M	5,153	60,187
31823	116	1995 FRD POLICE SECURITY	W05	270	558	0.00	0.00	M	6,143	78,123
31826	116	1995 FRD POLICE SECURITY	W05	270	384	0.00	0.00	M	0	42,186
31827	116	1995 FRD POLICE SECURITY	W05	270	419	0.00	0.00	M	0	52,324
31833	116	1995 FRD POLICE SECURITY	W05	270	464	0.00	0.00	M	2,200	25,865
32109	116	1996 FRD POLICE SECURITY	W05	270	528	0.00	0.00	M	5,783	62,129
0276	137	1986 DDG VAN CARGO/W 4X2 3/4T	N07	0	0	0.00	0.00	M	0	12,356
30421	163	1992 CHV PU RCAB W/UTIL 4X4	W07	252	542	0.00	0.00	M	0	21,019
50088	610	1998 KAR TRLR CARGO	N15	0	0	0.00	0.00	M	0	0
50102	610	1998 RNG TRLR CARGO	N15	0	0	0.00	0.00	M	0	0
50087	921	1998 KAR TRLR BOAT	N20	0	0	0.00	0.00	M	0	0
CC 12610041 Totals: 54 Vehs				12,402	18,223					
Collocode: 12620041 AST C DETACHMENT										
30856	028	1993 CHV VAN 4X2 1/2T	WZ	144	29	0.00	0.00	M	0	25,500
31231	028	1994 CHV VAN 4X2 1/2T	WZ	144	27	0.00	0.00	M	1,493	25,488
31249	028	1994 CHV VAN 4X2 1/2T	DZ	0	44	0.00	0.00	M	0	12,603
31250	028	1994 CHV VAN 4X2 1/2T	WZ	144	26	0.00	0.00	M	679	23,334
31312	028	1994 CHV VAN 4X2 1/2T	WZ	144	46	0.00	0.00	M	1,162	31,695
31313	028	1994 CHV VAN 4X2 1/2T	WZ	144	46	0.00	0.00	M	2,129	42,488
32545	037	1997 FRD VAN 4X2 3/4T	W05	144	651	0.00	0.00	M	3,065	18,898
32010	028	1995 FRD UTIL WAGON MID 4X4	W05	144	659	0.00	0.00	M	0	21,150
32011	028	1995 FRD UTIL WAGON MID 4X4	W05	144	562	0.00	0.00	M	0	34,214
32012	028	1995 FRD UTIL WAGON MID 4X4	W05	144	533	0.00	0.00	M	0	20,320
32175	028	1996 CHV UTIL WAGON MID 4X4	W05	144	509	0.00	0.00	M	0	24,450
32333	028	1996 CHV UTIL WAGON MID 4X4	D05	0	621	0.00	0.00	M	0	671
1075	052	1988 DDG UTIL WAGON STD 4X4	DX	0	0	0.00	0.00	M	0	69,679
32648	052	1997 FRD UTIL WAGON STD 4X4	W05	252	818	0.00	0.00	M	0	4,010
32838	052	1998 FRD UTIL WAGON STD 4X4	D05	0	431	0.00	0.00	M	0	87
32839	052	1998 FRD UTIL WAGON STD 4X4	W05	252	432	0.00	0.00	M	1,992	5,048
32840	052	1998 FRD UTIL WAGON STD 4X4	W05	252	422	0.00	0.00	M	1,300	3,636
32845	052	1998 FRD UTIL WAGON STD 4X4	W05	252	432	0.00	0.00	M	773	2,932
32849	052	1998 FRD UTIL WAGON STD 4X4	W05	252	431	0.00	0.00	M	0	1,888

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
32851	052	1998 FRD UTIL WAGON STD 4X4	W05	252	431	0.00	0.00	M	0	1,822
33176	052	1999 FRD UTIL WAGON STD 4X4	W05	252	494	0.00	0.00	M	0	27
2381	055	1990 FRD PU STD XCAB 4X4 3/4T	WZ	252	31	0.00	0.00	M	0	32,917
2390	055	1990 FRD PU STD XCAB 4X4 3/4T	WX	252	0	0.00	0.00	M	0	36,800
30405	055	1992 CHV PU STD XCAB 4X4 3/4T	WZ	252	6	0.00	0.00	M	624	24,924
30789	055	1993 CHV PU STD XCAB 4X4 3/4T	WZ	252	13	0.00	0.00	M	516	43,345
30917	055	1993 CHV PU STD XCAB 4X4 3/4T	WZ	252	39	0.00	0.00	M	0	40,838
32797	055	1998 CHV PU STD XCAB 4X4 3/4T	W05	252	350	0.00	0.00	M	870	3,011
32965	055	1998 FRD PU STD XCAB 4X4 3/4T	D05	0	575	0.00	0.00	M	99	126
31558	062	1994 FRD PU STD RCAB 4X4 1T	W05	252	91	0.00	0.00	M	801	21,565
30756	108	1993 CHV SEDAN MID	WX	144	0	0.00	0.00	M	0	27,357
31913	108	1995 FRD SEDAN MID	W07	144	214	0.00	0.00	M	3,485	34,295
30861	109	1993 CHV SEDAN STD	W07	144	233	0.00	0.00	M	0	45,766
2788	115	1992 CHV POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	3,766	80,879
31578	115	1994 FRD POLICE INTERCEPTOR	WZ	270	65	0.00	0.00	M	1,227	71,794
31792	115	1995 FRD POLICE INTERCEPTOR	WZ	270	95	0.00	0.00	M	450	58,226
31793	115	1995 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	2,193	82,970
31808	115	1995 FRD POLICE INTERCEPTOR	WZ	270	176	0.00	0.00	M	1,450	78,800
31820	115	1995 FRD POLICE INTERCEPTOR	W04	270	297	0.00	0.00	M	2,736	117,228
30637	159	1992 GMC VAN 12PASS 4X4 3/4T	W07	252	287	0.00	0.00	M	0	29,291
0398	921	1987 EZL TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
6978	921	1984 SHP TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
CC 12620041 Totals:		41 Vehs		7,272	10,116					
Collocode: 12630041 AST D DETACHMENT										
31391	028	1994 CHV VAN 4X2 1/2T	WZ	144	47	0.00	0.00	M	1,434	64,528
32325	028	1996 CHV VAN 4X2 1/2T	W05	144	566	0.00	0.00	M	3,428	37,407
32773	028	1998 CHV VAN 4X2 1/2T	W05	144	386	0.00	0.00	M	1,829	8,760
32774	028	1998 CHV VAN 4X2 1/2T	W05	144	359	0.00	0.00	M	3,612	15,847
32776	028	1998 CHV VAN 4X2 1/2T	W05	144	367	0.00	0.00	M	3,792	10,463
2924	052	1991 FRD UTIL WAGON STD 4X4	DX	0	0	0.00	0.00	M	0	15,956
31878	052	1995 FRD UTIL WAGON STD 4X4	D05	0	521	0.00	0.00	M	0	1
32599	052	1997 FRD UTIL WAGON STD 4X4	W05	252	903	0.00	0.00	M	0	21,800
32846	052	1998 FRD UTIL WAGON STD 4X4	W05	252	436	0.00	0.00	M	3,417	17,833
32847	052	1998 FRD UTIL WAGON STD 4X4	W05	252	436	0.00	0.00	M	808	10,233
33178	052	1999 FRD UTIL WAGON STD 4X4	D05	0	426	0.00	0.00	M	39	74
33188	052	1999 FRD UTIL WAGON STD 4X4	W05	252	424	0.00	0.00	M	1,033	1,148
33189	052	1999 FRD UTIL WAGON STD 4X4	W05	252	426	0.00	0.00	M	227	247
33190	052	1999 FRD UTIL WAGON STD 4X4	W05	252	426	0.00	0.00	M	0	33
33191	052	1999 FRD UTIL WAGON STD 4X4	W05	252	426	0.00	0.00	M	0	57
33192	052	1999 FRD UTIL WAGON STD 4X4	W05	252	426	0.00	0.00	M	0	20
33193	052	1999 FRD UTIL WAGON STD 4X4	D05	0	426	0.00	0.00	M	1	20
33194	052	1999 FRD UTIL WAGON STD 4X4	W05	252	426	0.00	0.00	M	0	20

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
31278	055	1994 FRD PU STD RCAB 4X4 3/4T	WZ	252	28	0.00	0.00	M	0	57,273
32947	055	1989 CHV PU STD XCAB 4X4 3/4T	NX	0	0	0.00	0.00	M	0	71,744
31981	062	1995 FRD PU STD CDSL 4X4 3/4T	W05	252	746	0.00	0.00	M	5,530	66,394
2413	052	1990 CHV SUBURBAN 4X4 3/4T	WX	252	0	0.00	0.00	M	2,413	78,784
31202	109	1994 FRD SEDAN STD	W07	144	217	0.00	0.00	M	0	47,077
31203	109	1994 FRD SEDAN STD	W07	144	216	0.00	0.00	M	2,573	47,453
30298	115	1992 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	2,457	80,565
31513	115	1994 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	6,536	113,780
31781	115	1995 FRD POLICE INTERCEPTOR	W04	270	226	0.00	0.00	M	7,490	65,339
31782	115	1995 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	7,934	107,753
31783	115	1995 FRD POLICE INTERCEPTOR	W04	270	262	0.00	0.00	M	3,451	55,747
31784	115	1995 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	5,398	90,392
31785	115	1995 FRD POLICE INTERCEPTOR	WZ	270	44	0.00	0.00	M	3,322	91,329
31786	115	1995 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	3,836	100,730
31811	115	1995 FRD POLICE INTERCEPTOR	WZ	270	47	0.00	0.00	M	9,269	108,028
32114	115	1996 FRD POLICE INTERCEPTOR	W04	270	780	0.00	0.00	M	2,413	67,267
32115	115	1996 FRD POLICE INTERCEPTOR	W04	270	806	0.00	0.00	M	0	67,100
32116	115	1996 FRD POLICE INTERCEPTOR	W04	270	807	0.00	0.00	M	11,410	61,423
32117	115	1996 FRD POLICE INTERCEPTOR	W04	270	587	0.00	0.00	M	6,305	40,876
32118	115	1996 FRD POLICE INTERCEPTOR	W04	270	506	0.00	0.00	M	5,157	76,521
32119	115	1996 FRD POLICE INTERCEPTOR	W04	270	541	0.00	0.00	M	8,643	70,750
32120	115	1996 FRD POLICE INTERCEPTOR	W04	270	474	0.00	0.00	M	5,519	42,228
32484	115	1997 FRD POLICE INTERCEPTOR	W04	270	580	0.00	0.00	M	5,517	38,817
32485	115	1997 FRD POLICE INTERCEPTOR	W04	270	700	0.00	0.00	M	0	25,028
32486	115	1997 FRD POLICE INTERCEPTOR	W04	270	652	0.00	0.00	M	7,967	31,045
32487	115	1997 FRD POLICE INTERCEPTOR	W04	270	636	0.00	0.00	M	8,844	53,182
32488	115	1997 FRD POLICE INTERCEPTOR	W04	270	612	0.00	0.00	M	4,229	51,511
32489	115	1997 FRD POLICE INTERCEPTOR	W04	270	573	0.00	0.00	M	3,094	40,815
32490	115	1997 FRD POLICE INTERCEPTOR	W04	270	501	0.00	0.00	M	7,140	40,478
32491	115	1997 FRD POLICE INTERCEPTOR	W04	270	541	0.00	0.00	M	5,571	31,437
32492	115	1997 FRD POLICE INTERCEPTOR	W04	270	816	0.00	0.00	M	3,998	38,131
32493	115	1997 FRD POLICE INTERCEPTOR	W04	270	630	0.00	0.00	M	4,351	17,227
32494	115	1997 FRD POLICE INTERCEPTOR	W04	270	669	0.00	0.00	M	10,270	77,742
32612	115	1997 FRD POLICE INTERCEPTOR	W04	270	507	0.00	0.00	M	4,005	23,141
32783	115	1998 FRD POLICE INTERCEPTOR	W04	270	621	0.00	0.00	M	4,754	15,930
32784	115	1998 FRD POLICE INTERCEPTOR	W04	270	613	0.00	0.00	M	5,577	16,334
2852	116	1991 CHV POLICE SECURITY	WX	270	0	0.00	0.00	M	712	78,991
30301	116	1994 FRD POLICE SECURITY	WZ	270	-17	0.00	0.00	M	0	82,189
31821	116	1995 FRD POLICE SECURITY	W05	270	410	0.00	0.00	M	4,162	62,611
31829	116	1995 FRD POLICE SECURITY	W05	270	479	0.00	0.00	M	5,086	39,501
31830	116	1995 FRD POLICE SECURITY	W05	270	460	0.00	0.00	M	0	51,027
30422	163	1992 CHV PU RCAB W/UTIL 4X4	W07	252	232	0.00	0.00	M	0	25,305
1898	221	1975 CHV TRK VAN 16000#	WZ	71	29	0.00	0.00	M	0	19,468
50127	921	1999 CKN TRLR BOAT	N20	0	0	0.00	0.00	H	0	0
CC 12630041 Totals:		62 Vehs		13,805	23,958					

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
Collocode: 12640041 AST E DETACHMENT										
31870	028	1995 CHV VAN 4X2 1/2T	W05	144	424	0.00	0.00	M	0	63,533
32772	037	1998 CHV VAN 4X2 3/4T	W05	144	377	0.00	0.00	M	0	5,132
4479	037	1980 FRD VAN 4X2 3/4T	WX	144	0	0.00	0.00	M	0	53,776
1097	052	1988 DDG UTIL WAGON STD 4X4	WZ	252	23	0.00	0.00	M	162	38,645
30528	052	1992 DDG UTIL WAGON STD 4X4	WZ	252	12	0.00	0.00	M	0	48,390
32662	052	1997 FRD UTIL WAGON STD 4X4	W05	252	644	0.00	0.00	M	5,444	33,000
32844	052	1998 FRD UTIL WAGON STD 4X4	W05	252	569	0.00	0.00	M	6,090	20,426
32850	052	1998 FRD UTIL WAGON STD 4X4	W05	252	432	0.00	0.00	M	0	14,031
33184	052	1999 FRD UTIL WAGON STD 4X4	W05	252	421	0.00	0.00	M	0	38
33186	052	1999 FRD UTIL WAGON STD 4X4	W05	252	419	0.00	0.00	M	1,200	1,228
2321	055	1990 FRD PU STD RCAB 4X4 3/4T	WZ	252	-14	0.00	0.00	M	0	46,370
31181	109	1994 FRD SEDAN STD	W07	144	260	0.00	0.00	M	0	49,509
31186	109	1994 FRD SEDAN STD	W07	144	250	0.00	0.00	M	3,029	64,300
31794	115	1995 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	9,626	97,840
31795	115	1995 FRD POLICE INTERCEPTOR	WX	270	0	0.00	0.00	M	0	79,905
31796	115	1995 FRD POLICE INTERCEPTOR	WZ	270	115	0.00	0.00	M	5,616	83,413
31797	115	1995 FRD POLICE INTERCEPTOR	WZ	270	180	0.00	0.00	M	7,852	65,040
31798	115	1995 FRD POLICE INTERCEPTOR	WZ	270	171	0.00	0.00	M	5,923	81,105
31799	115	1995 FRD POLICE INTERCEPTOR	W04	270	237	0.00	0.00	M	7,916	80,378
31800	115	1995 FRD POLICE INTERCEPTOR	W04	270	295	0.00	0.00	M	10,665	89,304
31807	115	1995 FRD POLICE INTERCEPTOR	WZ	270	43	0.00	0.00	M	0	63,854
31815	115	1995 FRD POLICE INTERCEPTOR	W04	270	240	0.00	0.00	M	3,816	68,343
31819	115	1995 FRD POLICE INTERCEPTOR	W04	270	287	0.00	0.00	M	6,120	80,631
32107	115	1996 FRD POLICE INTERCEPTOR	W04	270	350	0.00	0.00	M	0	49,118
32108	115	1996 FRD POLICE INTERCEPTOR	W04	270	350	0.00	0.00	M	6,691	62,984
32469	115	1997 FRD POLICE INTERCEPTOR	W04	270	704	0.00	0.00	M	8,089	50,114
32470	115	1997 FRD POLICE INTERCEPTOR	W04	270	742	0.00	0.00	M	1,149	35,081
32471	115	1997 FRD POLICE INTERCEPTOR	W04	270	598	0.00	0.00	M	7,128	46,086
32476	115	1997 FRD POLICE INTERCEPTOR	W04	270	599	0.00	0.00	M	0	35,104
32479	115	1997 FRD POLICE INTERCEPTOR	W04	270	666	0.00	0.00	M	4,546	27,724
32480	115	1997 FRD POLICE INTERCEPTOR	W04	270	657	0.00	0.00	M	5,635	32,152
32482	115	1997 FRD POLICE INTERCEPTOR	W04	270	680	0.00	0.00	M	6,763	42,857
31824	116	1995 FRD POLICE SECURITY	W05	270	460	0.00	0.00	M	0	34,823
31832	116	1995 FRD POLICE SECURITY	W05	270	444	0.00	0.00	M	0	33,123
31834	116	1995 FRD POLICE SECURITY	W05	270	446	0.00	0.00	M	6,191	43,839
50012	610	1995 RNG TRLR CARGO	N15	0	0	0.00	0.00	H	0	0
50013	610	1995 KAA TRLR CARGO	N15	0	0	0.00	0.00	H	0	0
50042	610	1976 HOM TRLR CARGO	N15	0	0	0.00	0.00	H	0	0
CC 12640041 Totals:		38 Vehs		8,676	12,081					
Collocode: 12650041 AST ANCHORAGE SERVICE UNIT										

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
33213	055	1999 FRD PU STD XCAB 4X4 3/4T	W05	252	310	0.00	0.00	M	0	17
31791	115	1995 FRD POLICE INTERCEPTOR	WZ	270	47	0.00	0.00	M	0	77,297
CC 12650041 Totals:		2 Vehs		522	357					
Collocode: 12700011 GENERAL AMINISTRATION										
90462	109	1999 LCN SEDAN STD	N03	0	0	0.00	0.00	M	0	6
90440	128	1998 FRD UTIL WAGON MID 4X4	N07	0	0	0.00	0.00	M	0	21
CC 12700011 Totals:		2 Vehs		0	0					
Collocode: 12700032 ANCHORAGE RECRUITING										
7589	108	1990 FRD SEDAN MID	WX	144	0	0.00	0.00	M	2,462	70,413
CC 12700032 Totals:		1 Vehs		144	0					
Collocode: 12700041 Support Services										
32889	052	1999 CHV UTIL WAGON STD 4X4	W05	252	422	0.00	0.00	M	5,757	13,942
31707	108	1995 FRD SEDAN MID	W07	144	217	0.00	0.00	M	2,508	55,824
31710	108	1995 FRD SEDAN MID	W07	144	217	0.00	0.00	M	0	35,619
31937	108	1995 FRD SEDAN MID	W07	144	207	0.00	0.00	M	0	28,287
31192	109	1994 FRD SEDAN STD	W07	144	291	0.00	0.00	M	0	44,885
32921	109	1996 OLD SEDAN STD	W03	144	538	0.00	0.00	M	0	39,969
1278	115	1989 CHV POLICE INTERCEPTOR	NX	0	0	0.00	0.00	M	0	78,986
32477	115	1997 FRD POLICE INTERCEPTOR	W04	270	631	0.00	0.00	M	3,062	15,544
32895	128	1998 CHV MINIVAN, AWD	W07	144	225	0.00	0.00	M	0	35
32897	128	1998 CHV MINIVAN, AWD	W07	144	221	0.00	0.00	M	0	1,508
CC 12700041 Totals:		10 Vehs		1,530	2,969					
Collocode: 12700052 Intelligence Unit										
90487	152	1999 FRD UTIL WAGON STD 4X4	N02	0	0	0.00	0.00	M	0	12
CC 12700052 Totals:		1 Vehs		0	0					
Collocode: 12750041 AST - VPSO SUPPORT										

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
2406	052	1990 CHV UTIL WAGON STD 4X4	WZ	252	25	0.00	0.00	M	0	39,420
30576	052	1992 DDG UTIL WAGON STD 4X4	WX	252	0	0.00	0.00	M	603	32,095
32852	052	1998 FRD UTIL WAGON STD 4X4	W05	252	433	0.00	0.00	M	0	14,172
32854	052	1998 FRD UTIL WAGON STD 4X4	W05	252	432	0.00	0.00	M	833	4,945
30002	055	1991 CHV PU STD XCAB 4X4 3/4T	WZ	252	-14	0.00	0.00	M	419	35,789
30919	062	1993 FRD PU STD CCAB 4X4 3/4T	DZ	0	36	0.00	0.00	M	0	7,836
31911	108	1995 FRD SEDAN MID	W07	144	214	0.00	0.00	M	0	36,073
31182	109	1994 FRD SEDAN STD	W07	144	222	0.00	0.00	M	0	27,987
10236	846	1993 WES A SNOWPLOW LT TRK	W07	152	-1	0.00	0.00	H	0	0
CC 12750041 Totals:		9 Vehs		1,700	1,347					
Collocode: 12800650 AK POLICE STANDARDS COUNCIL										
90463	028	1998 FRD UTIL WAGON MID 4X4	N02	0	0	0.00	0.00	M	0	8,690
CC 12800650 Totals:		1 Vehs		0	0					
Collocode: 12830111 COMMISSIONER'S OFFICE										
31326	108	1994 BCK SEDAN MID	W07	144	207	0.00	0.00	M	0	21,044
CC 12830111 Totals:		1 Vehs		144	207					
Collocode: 12840617 PUBLIC SAFETY ACADEMY										
0794	022	1988 CHV PU STD RCAB 4X2 1/2T	DX	0	0	0.00	0.00	M	0	51,377
31315	037	1994 CHV VAN 4X2 3/4T	DZ	0	30	0.00	0.00	M	0	17,953
32056	037	1993 FRD VAN 4X2 3/4T	D05	0	71	0.00	0.00	M	0	21,302
30475	109	1992 CHV SEDAN STD	DX	0	0	0.00	0.00	M	0	23,094
30321	115	1992 FRD POLICE INTERCEPTOR	DZ	0	-17	0.00	0.00	M	0	11,530
30327	115	1992 FRD POLICE INTERCEPTOR	DX	0	0	0.00	0.00	M	0	8,285
31583	115	1994 FRD POLICE INTERCEPTOR	DZ	0	255	0.00	0.00	M	0	9,208
32893	128	1998 CHV MINIVAN, AWD	D07	0	225	0.00	0.00	M	0	3,839
31728	137	1995 CHV VAN CARGO/W 4X2 3/4T	D07	0	298	0.00	0.00	M	0	11,552
31954	163	1984 CHV PU STD RCAB 4X4 1T	N07	0	0	0.00	0.00	M	0	25,948
31157	610	1993 WCO TRLR CARGO	NX	0	0	0.00	0.00	H	0	0
31156	921	1986 EZL TRLR BOAT	NX	0	0	0.00	0.00	H	0	0
CC 12840617 Totals:		12 Vehs		0	862					
Collocode: 12850146 ANCHORAGE SUPPLY										

Veh No	Bill Clas	Veh Description	Bill Stat	Op Rate	Repl Rate	FUR Rate	IFUR Rate	Mi Hr	YTD Usage	LTD Usage
31257	128	1994 CHV MINIVAN, AWD	W07	144	240	0.00	0.00	M	0	12,743
CC 12850146 Totals:		1 Vehs		144	240					
Collocode: 12860287 CRIME LAB										
31862	028	1995 CHV VAN 4X2 1/2T	W05	144	368	0.00	0.00	M	0	11,615
30540	155	1992 CHV PU STD RCAB 4X4 3/4T	W07	252	181	0.00	0.00	M	0	13,913
7167	165	1984 FRD VAN STEP CRIMELAB	WZ	144	338	0.00	0.00	M	1,137	15,860
CC 12860287 Totals:		3 Vehs		540	887					
Collocode: 12870306 INFORMATION SYSTEMS										
30255	128	1992 CHV MINIVAN, AWD	WX	144	0	0.00	0.00	M	3,138	42,261
CC 12870306 Totals:		1 Vehs		144	0					
Report Totals:		466 Vehs		78,991	112,394					

APPENDIX D

APPENDIX D

DPS Memo dated September 20, 1999
*PRIVATIZATION ISSUES**

*Not available in electronic format. To see original, please contact one of the following:

Senator Jerry Ward
(907) 465-4940; Senator_Jerry_Ward@legis.state.ak.us
Room423, State Capitol, Juneau, AK 99801-1182

Representative John Cowdery
(907) 465-3879; Representative_John_Cowdery@legis.state.ak.us
Room 204, State Capital, Juneau, AK 99801-1182

After the end of the 2nd Session of the 21st Legislature in the year 2000, contact:
(907) 465-3808; Legislative Reference Library, State Capitol, Juneau, AK 99801-1182

DEPARTMENT OF PUBLIC SAFETY SUBCOMMITTEE

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

MEMORANDUM State of Alaska

TO: Kenneth E. Bischoff, Director
Division of Administrative Services
Department of Public Safety

DATE: September 20, 1999

FILE NO: g:\budget\historic\Privatization\FY2000 Privatization Issues

TELEPHONE #: 465-3223

FROM: Maggie Hamley, Budget Analyst
Division of Administrative Services
Department of Public Safety

SUBJECT: Privatization Issues

You have asked for the following information:

1. What percentage of the department's budget is currently expended on the private sector?

For FY1999, the department's total operating and capital expenditures as of September 16, 1999 were approximately $93,800,000. Of that, we spent approximately $63,500,000 on public sector costs. These costs included employee wages and benefits, contractual and grant agreements with other governmental agencies, and journal entries for government-provided services, e.g., long distance expenses paid to Division of Information Services, Correctional Industries purchases, and state equipment fleet costs paid to DOT/PF. For FY1999, the percentage of our expenditures that went to public sector entities was 68%, and 32% was paid to the private sector. We have included payments to private non-profit agencies in our private sector calculations.

2. Provide a copy of the latest study looking at leased vs. owned aircraft.

Attachment #1.

3. Identify all budget items included in the FY1999 and FY2000 Governor's Budgets (operating and capital) that we did not get.

Attachment #2

4. Where did we spread the FY2000 unallocated and miscellaneous reductions?

Attachment #3

5. The DPS Privatization Committee indicated that the department's official number of PFTs for FY2000 is 740.

(a) Of that, how many are funded?

The department's official FY2000 Management Plan in the Alaska Budget System (ABS) agrees with 740 permanent, full-time positions. We have six unfunded positions in Fish and Wildlife Protection, and two unfunded positions in the Crime Lab, for a total of eight unfunded positions. Seven hundred thirty two (732) permanent, full-time positions are funded.

(b) Which ones are filled vs. vacant?

Of the department's 740 authorized positions, 67 were vacant on August 12, 1999, and 673 were filled.

6. What are the funding sources for all 740 PFTs?

Attachment #4

1

COL. J. GLASS

A COMPARATIVE STUDY OF OWNING, CHARTERING AND LEASING AIRCRAFT BY THE DEPARTMENT OF PUBLIC SAFETY

State of Alaska
Department of Public Safety
Ronald Otte, Commissioner
October 1996

A COMPARATIVE STUDY OF OWNING, CHARTERING AND LEASING AIRCRAFT BY THE DEPARTMENT OF PUBLIC SAFETY

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PURPOSE

The purpose of this report is to compare the advantages and disadvantages of continuing to maintain an Aircraft Section within the Department of Public Safety. This report contains a brief history of the Aircraft Section, present uses of its aircraft and an outline of the differences between state-owned, chartered and leased aircraft, to include cost comparisons.

SUMMARY

The utilization of Trooper/Pilots within the Department of Public Safety has proven to be an extremely effective and efficient practice since 1972. Both the Division of Alaska State Troopers and the Division of Fish and Wildlife Protection rely heavily on departmental aircraft and pilots to perform law enforcement and resource protection duties statewide. Without immediate access to well-equipped and well-maintained aircraft, DPS members would be tremendously hampered in their ability to serve and protect all Alaskans.

In most instances, state owned, operated and maintained aircraft are less expensive to fly for daily law enforcement business. The state-owned King Air rates are $460 per hour compared to the King Air available in Nome for charter at $1308 per hour. Departmental Jet Ranger helicopters cost about $300 per hour to operate compared to $599 from a charter operator. In emergency situations, state aircraft are always less expensive because costly standby fees are not incurred.

DPS LEASED AT LEAST ONE AIRPLANE (a 185, 206 and 207) IN THE BETHEL REGION FOR 23 YEARS. OVER 10 CESSNA 206s COULD HAVE BEEN PURCHASED AND MAINTAINED WITH THE MONEY SPENT ON THOSE LEASED AIRCRAFT FOR THE BETHEL REGION.

DPS LEASED A NAVAJO FOR 11 YEARS. OVER 5 NAVAJOS COULD HAVE BEEN PURCHASED AND MAINTAINED WITH THE MONEY SPENT ON THAT AIRCRAFT DURING THE LEASE PERIOD.

There are no air taxi operators in the state who can meet the conditions, or special needs, for DPS' use of a Super Cub due to its limited load carrying capacity. It is not cost effective to charter aircraft for routine law enforcement and fish and wildlife protection duties nor is it usually an efficient practice for conducting criminal investigations by AST.

Cost, however, should not be the primary focus in the examination of the Aircraft Section. The ability to quickly, and confidentially, perform law enforcement services for Alaskans should be the focus of the examination.

The King Air has been an invaluable addition to the Aircraft Section. It can fly at high altitudes above bad weather and be used to locate missing persons on the ground or water. Used in conjunction with patrol vessels, the King Air's capabilities have vastly expanded the fisheries enforcement potentials. The King Air has been used many times for prisoner transport and is especially advantageous when several prisoners, or those with special needs, require moving. Not only is the King Air less expensive in most instances, it offers secure and controlled conditions for safe movement of prisoners when bypassing crowded public terminals and aircraft cabins.

DPS pilots and aircraft are nearly always available. DPS pilots can legally fly at times and in conditions when Part 135 (charter operators) cannot. DPS aircraft are equipped with specialized tools, such as police radio, GPS and communications capabilities that not only assist in job completion, but are safety features as well. The FLIR sensors have expanded the capabilities for day and night fisheries patrol and can be used in search and rescue operations when other aircraft cannot.

The fleet of Super Cubs used primarily by Fish and Wildlife Protection Troopers offers accessibility to remote areas and varying terrain. Tundra tires, wheel skis, straight skis and floats allow F&WP Troopers to gain access to the same places hunters and fishermen are. Aircraft allow Troopers to cover large areas and provide increased enforcement presence to potential violators. Hundreds more resource user contacts can be made by F&WP Troopers with Super Cubs and the R-22 helicopter than by any other means.

DPS aircraft are not a luxury or merely a convenience for the Department. Aircraft are an indispensable tool for patrol and investigations work, as well as for prisoner transport and other support and training details. Trooper/Pilots can be credited with saving many lives while flying departmental aircraft in search and rescue missions.

There is no price that can be attached to immediate pilot and aircraft availability in an emergency. The professionalism, experience and high standards of the pilots and mechanics in the Department help insure that emergency response, enforcement of state laws and resource enforcement duties take place daily in the manner that the citizens of Alaska are entitled to and have come to expect.

HISTORY

Prior to Alaska statehood, the United States Fish and Wildlife Service (USF&WS) provided resource management and enforcement within the state. That agency owned several aircraft which were used in conducting their business statewide.

The Alaska Statehood Act authorized the state to take over fish and game management from the federal government. The USF&WS turned over its aircraft, which included Super Cubs, a Grumman Goose and Cessna 180s, to the state. The act set forth provisions for what other equipment would be turned over to the state to enhance the Fish and Wildlife enforcement program. Several housing units were turned over to the state and some federal wildlife protection employees also came to work for the state.

The hangar at Lake Hood, which was on USF&WS land, belonged to the Department of Interior. Congress required that the hangar be turned over with the plot of land to provide access to Lake Hood for the newly formed State Department of Fish and Game.

The State Department of Fish and Game created an Enforcement Section and an Aircraft Section. Both sections were made up of Conservation Officers who were stationed throughout the state. Over the years, the state received additional aircraft from the USF&WS. The Aircraft Section continued to grow and evolve from statehood until 1972 under the Department of Fish and Game.

During this time the State Troopers, when traveling to the bush for criminal investigations or other purposes, usually chartered aircraft. Some Troopers owned their own airplanes and used them for departmental business. The State paid the Trooper for the use of his airplane.

In 1972, the Governor moved the Department of Fish and Game Enforcement Section to the Department of Public Safety and it was re-named the Division of Fish and Wildlife Protection. The Department of Public Safety was then made up of two commissioned divisions, the Alaska State Troopers (AST) and Fish and Wildlife Protection (F&WP). Over thirty airplanes were transferred from the Department of Fish and Game to the Department of Public Safety, leaving the Department of Fish and Game with a limited number of pilots and no airplanes.

The Aircraft Section was supervised by F&WP within the Department of Public Safety. A section administrator was appointed and the task of overhauling the Section was undertaken. The standards concerning pilots and airplanes were raised and the Grumman Gooses were completely refurbished.

More sophisticated instruments were installed in the aircraft and some pilots became instrument trained as more money became available to the Section. Modern communications systems were installed in the aircraft. The result was well trained law enforcement pilots/officers with better equipped and maintained aircraft.

During the time that F&WP and the Aircraft Section was growing, AST found their needs for rural travel increasing. The planes began to be used jointly by F&WP and AST for law enforcement, search and rescue, prisoner transport, fish and wildlife patrols and traffic enforcement.

Eventually the helicopter program was created. Refurbished helicopters were put into service to enhance the Aircraft Section's support services capabilities. The helicopters were used during the "heyday" of the Pipeline as well as for crime suppression in Anchorage, particularly at night. F&WP Troopers found they could work the herring fisheries in the Bristol Bay and Norton Sound areas especially well with the helicopters and specialized instrumentation.

Today the Department of Public Safety has 322 commissioned personnel within the Division of Alaska State Troopers and the Division of Fish and Wildlife Protection. There are 42 year-round posts and one seasonal post in the State providing police protection for 274 communities. Approximately 60 of the commissioned personnel are Trooper/Pilots. The Aircraft Section operates and maintains 43 various aircraft with a budget of approximately $1.5 million. Although F&WP supervises the unit, several of the airplanes are stationed at AST posts. The Divisions of F&WP and AST cooperate and communicate well when planning for use of and logistics of the various aircraft, and most aircraft are used extensively for diverse assignments.

AIRCRAFT USES

The size of the State is 586,412 square miles. It is larger than the three largest U.S. states combined. About half of the 12,000 miles of public roads in Alaska are paved. Therefore, police service in the state is performed by using automobiles, aircraft, and watercraft, and snowmachines.

Alaska Statute 18.65.080-085 authorizes the powers and duties for the Department of Public Safety's commissioned officers. That law empowers commissioned officers to enforce all criminal laws of the state and to assist other law enforcement agencies in preserving law and order in the state. Troopers are also authorized under Alaska Statute 16.05.150 to accomplish resource enforcement duties statewide.

The following is a list of the primary areas where aircraft are used:

- Commercial Fisheries
- Criminal Investigations
- Drug Enforcement/Intelligence
- Fish and Wildlife Patrol
- Prisoner Transport
- Search and Rescue
- Special Emergency Response Team (SERT)
- State Medical Examiner's Office

In addition, aircraft are used to provide assistance to federal, state and municipal agencies for law enforcement purposes; serve criminal and civil processes; serve Title 47 (mental incapacitation) commitments; and to support the Village Public Safety Officer program.

COMMERCIAL FISHERIES

The Division of Fish and Wildlife Protection utilizes the King Air to enhance commercial fisheries enforcement statewide, however most of its time is spent in the Bering Sea and Aleutian Islands areas. Between September and March, the enforcement focus is primarily on crabbing and bottom fisheries. However, the King Air is extremely versatile and can be deployed to cover any area where enforcement problems exist.

The aircraft and vessel enforcement sections work in tandem to provide more thorough and effective enforcement in thousands of square miles of water. Although sea days continue to be expensive for the F&WP enforcement vessels, the use of the King Air has made those days more productive.

An hour of King Air time can cover what a boat can cover in a day. F&WP Trooper/pilots now are able to grid a pattern and determine whether there are fishing vessels in that area. Detecting none, they relay that information to the enforcement boats and move to the next area. Countless time is saved by F&WP Troopers in patrol vessels by not having to search the area themselves.

Violators can be spotted from the King Air, and while airborne F&WP Troopers are unable to make contact with them, that information can be passed on to enforcement personnel in boats. The F&WP vessel crews can go from violator to violator rather than spending time looking for violators.

The King Air has been an invaluable addition to the F&WP commercial fishing enforcement efforts. It has been successful in the detection of commercial fishermen who set gear prior to the season opening or who continue to fish after a closure. The King Air can cover approximately 400 square miles per hour while searching for gear and up to 4000 square miles checking for vessels.

In comparison, a 10 knot vessel can cover approximately 10-15 square miles per hour while searching for gear and a maximum of 200 square miles per hour of searching for vessels with radar. The combined capabilities of aircraft and vessels has greatly increased the overall efficiency of F&WP enforcement programs.

Until the acquisition of the King Air, there was little chance of detecting nighttime violations in the Bering Sea. Nearly all fishing boats have radar that will detect any vessel that comes within ten miles of them. If they are doing anything unlawful, they have at least one hour to cease the illegal activity or to begin leaving the area. DPS patrol vessels have followed suspects for long periods of time without being able to catch the violators.

Aircraft has given the F&WP Troopers the ability to catch up with those vessels and positively identify them for enforcement actions, if necessary. The ability of the King Air crew members to videotape any violations which are encountered, both day and night, has appreciably increased the effectiveness of the entire fisheries enforcement program.

Some types of violations necessitate direct contact with the violator or with his gear. An example of this type of violation is the storage of, or fishing with gear in water that is too deep according to regulations. The King Air does not have the capability for determining water depth, however crew members can notify patrol vessels to verify the depths where the gear is located. Appropriate action can be taken at that time, if necessary.

Without the King Air and its specialized equipment (FLIR, Global Positioning System and communications capabilities), commercial fishermen in many areas of the state would again be able to act with near impunity and have little fear of being caught. The F&WP enforcement vessels are effective; coupled with specialized aircraft and enforcement-minded pilots, the commercial fisheries enforcement program has become truly notable.

CRIMINAL INVESTIGATIONS

Most of rural Alaska is inaccessible by the road system and a few villages can be reached by boat during summer months. Nearly all travel by bush DPS personnel is conducted by aircraft. To the bush Trooper, the airplane is a patrol car. Weather permitting, law enforcement in villages can be conducted in a timely manner, affording rural Alaskans the same quality of service provided their urban counterparts. Anything less should be considered unfair and discriminatory to rural Alaskans.

Almost all villages are serviced by some type of daily scheduled airline service. At first glance, commercial travel by DPS members would appear to be a viable option when conducting all criminal investigations in the bush. However, there are serious considerations and drawbacks in insisting that Troopers fly scheduled service only.

With use of a state airplane, a DPS Trooper/Pilot can fly to more than one village each day. The ability to spend two hours in the first village, three hours in another village, and stop at a third village to serve a civil process is not only efficient, but cost effective as well. It is not unusual for a pilot to drop one or more other Troopers off at a village before traveling to another to conduct business. The pilot returns for the Trooper(s) and possibly a prisoner, and they can continue elsewhere if time allows.

Traveling on scheduled commercial flights usually does not allow the flexibility for stopping at more than one village a day. Some villages are part of a "milk run" route that can take up to three hours to get to. Investigations and interviews often cannot be completed prior to the scheduled afternoon flight (if there is one). This results in the Trooper spending the night in the village and waiting until midday the next day to return to Post. Such practices result in a drain on Post resources as the Trooper is unavailable to conduct other business or respond to emergencies elsewhere. A conservatively rough estimate by two outpost Troopers indicates they spent about ten forty-hour weeks waiting for scheduled aircraft and other delays during a twelve month period.

Delays are often encountered due to weather conditions for both DPS and commercial carriers. However, weather minimums for air taxis services (which are governed by Part 135 regulations) are more strict than Part 91 minimums which most DPS pilots and aircraft are regulated by. The less restrictive minimums allow DPS pilots more leeway when considering whether to fly in marginal weather conditions. Commercial carriers are not authorized that flexibility.

State owned or leased aircraft provide the pilots flexibility in determining when the plane will leave at the beginning and end of each day, weather notwithstanding. DPS members can spend as much time as necessary in their investigations and not be dependent upon the scheduled airline service.

Case security is generally enhanced when DPS members fly their own aircraft. The likelihood of exposing any part of an ongoing investigation is minimized when members have the ability to bypass the scheduled routes. It is often necessary to arrive in a village unannounced to surprise a suspect or witness who is reluctant to be interviewed to conclude an investigation or to serve an arrest warrant.

DPS members are occasionally called upon to respond to a village wherein someone is discharging a firearm. An example of this occurred two years ago when an air taxi pilot was shot in the face by a highly agitated individual on a private airstrip. DPS had to fly in to arrest the shooter and investigate the incident. Should the state expect a civilian air taxi service to willingly respond to situations such as these because the Troopers need transportation in order to do their job? Charter companies would be fully justified in prohibiting their pilot and plane to land in a potentially life threatening and property damaging situation. Would the state assume liability for damages in that instance?

It would seem reasonable that when a call to a village or remote location is known to be dangerous, the only appropriate response is to send DPS Troopers trained in officer safety and use of deadly force. The risk is then only to the Troopers and the airplane.

If DPS' response time were delayed by a charter service for any reason, the potential for further escalation of violence and degradation of crime scene evidence increases. Availability of state aircraft allows for a necessarily immediate response.

There are some areas of the state which are not serviced by commercial carriers. For example, there is no scheduled air service between King Salmon and the villages north of King Salmon; Levelock, Kokhanok, Iliamna/Newhalen, Nondalton, Keys Point, Port Alsworth and Pedro Bay are villages that are serviced by DPS and can be reached only by chartered or state owned aircraft for police service. South of King Salmon, winter service is limited to one commercial flight a day to Port Heiden, Chignik Lake, Chignik Lagoon, Chignik Bay, Perryville and Ivanoff Bay.

Regardless of how quickly an investigation could be completed in any of those villages, an overnight stay would be required in the absence of a state airplane. Chartered air taxi service is available, and the King Salmon post typically pays about $1000 per trip/investigation. Standby time charged by the local operators increases the cost of the charter significantly.

There are also numerous hunting and fishing lodges in the state which are not serviced by scheduled carriers. Response to any of those locations for a criminal investigation would necessitate a chartered flight.

Many DPS Troopers report that charters are not always available when needed. Charter services often reduce the number of available airplanes and pilots during winter months which results in a limited number of aircraft available for charter. Troopers have had to wait for several hours before a plane became available. During summer months, when the fishing and tourist industries increase, airplanes for charter are sometimes unavailable at any cost.

A problem arises with charter aircraft when the particular destination or environment is not suitable for charter-type aircraft. For instance, for some air taxi services, landings at any area other than a maintained state airport are prohibited by F.A.A. regulations or insurance carriers. Frequently search and rescue operations, criminal investigations at fish camps and other remote areas require aircraft equipped with landing gear other than small wheels. Some village airstrips are not snow plowed in winter and during break up, and are inaccessible by small wheeled planes. Many state aircraft provide year-round versatility because big wheels, floats and skis are added and changed as required by conditions.

In many cases, it is less expensive to fly seat fare to villages to conduct DPS business than to fly the state plane or charter. In those instances, members do travel commercially. The two Galena Troopers spent $34,507.52 in a twelve month period on regularly scheduled commercial and charter flights to conduct post business.

The following scenario was given to DPS pilots in Fairbanks, King Salmon, Dillingham and Kotzebue. The purpose of the common scenario was to compare costs for responding to an emergency in various parts of the state.

> "Your work week is Monday through Friday, 8 a.m. to 5 p.m. A shooting occurs on Friday at 4:30 a.m. in a village about 75 miles from your Post. Let's agree that your immediate response is necessary. The investigation can be handled by one Trooper, and takes 6.5 hours to complete. An arrest is made and you have one prisoner to be transported to a holding facility."

The pilots were asked to provide an estimate of total manpower and airplane hours for:

1) state aircraft
2) a chartered flight
3) regularly scheduled commercial service.

Fairbanks to Stevens Village:	State aircraft:	$374
	Charter:	$863
	Commercial:	$460
Kotzebue to Selawik:	State aircraft:	$308
	Charter:	$1496
	Commercial:	$365
King Salmon to village 75 miles away:	State aircraft:	$286
	Charter:	$936
	Commercial:	$195
Dillingham to village 70 miles away:	State aircraft:	$242
	Charter:	$1370
	Commercial:	$450

Addendum 1 has an itemized description of what the actual costs are. Some of the costs that have not been noted in the above costs include per diem, overtime, prisoner guard hire and miscellaneous costs. The above noted costs are only for hourly rates to charter or operate an aircraft. Some of the investigations in this scenario will take nearly two days to complete because scheduled flight times do not coincide with the time the investigation is concluded.

DRUG ENFORCEMENT/INTELLIGENCE

The Intelligence Unit and Drug Enforcement has a Cessna 172 assigned to it. Members often work under the task force concept, with members of Anchorage Police Department, FBI, AST, U.S. Customs and other enforcement agencies involved in drug eradication.

The plane is budgeted out of the Narcotics Unit and no reimbursement is accepted from any other agency. Unit members have found that the plane is especially useful in aerial surveillance and intelligence-gathering on targeted drug dealers. Without a state aircraft, either leased or owned, unit members feel their operation would be dramatically crippled.

Because of the sensitive nature of their assignment, unit members require a confidential method for communications. The 172 has a specially installed police radio system in it that eliminates background and engine noises and allows members to communicate with ground units from all agencies. Without that system, unit members have to rely on portable radios and cellular telephones and confidential transmissions are not guaranteed. More importantly, officers cannot hear one another because of external noises.

During summer months, the 172 is used as an air watch for traffic enforcement. The pilot and spotter watch particularly for speeding and unsafe lane changes and are able to contact a uniformed Trooper in a patrol car to effect a traffic stop. This program has been especially helpful in traffic enforcement on certain areas of the Seward Highway.

The Narcotics Unit has rented an airplane from a Merrill Field (Anchorage) air taxi operator when the state plane was down for maintenance. Without the ability to effectively communicate with ground personnel, the exercise was not considered successful.

FISH AND WILDLIFE PATROL

DPS members assigned to fish and wildlife protection duties have thousands of square miles to cover. Much of the area they are assigned to patrol is in extremely remote areas that are inaccessible by any other means than aircraft. Sport hunters and fishermen get to their camps by aircraft, and DPS members need to be able to get to those same sites. There are 128 commercial wilderness lodges in Alaska with the majority of those being accessible only by air.

Most fish and wildlife investigations result from unreported violations. Unlike their AST counterparts, F&WP Troopers often have to *find* violations to begin an investigation. AST normally have the luxury of receiving notification of a criminal violation and respond to a particular place for a particular reason. F&WP Troopers have to be more proactive and aggressive in seeking out violations. Aircraft allow them the ability to go anyplace a guide, hunter or sport fisherman can go.

Essentially, the Super Cub is the patrol car of the Fish and Wildlife Protection Trooper. Most of the Super Cubs are used in one-person posts to cover their particular seasonal enforcement program such as sport or commercial fishing in the summer months. There is traditionally heavy use of Super Cubs and Cessna 185s during the fall months, as F&WP Troopers are monitoring extensive big games hunts throughout the state.

State owned Super Cubs have great flexibility for landing at remote sites during various climactic conditions. Wheel skis, straight skis, floats and tundra tires are installed when appropriate and expand the versatility of the plane as well as the Troopers' enforcement capabilities.

F&WP Troopers need to be able to respond immediately to reported violations when they are received. For instance, a civilian pilot might report that he passed by a lake two hours prior and did not see anyone. On his return trip, he saw a float plane at the edge of the lake and some hunters who appeared to be dressing out a moose. The F&WP Troopers need to fly immediately to that lake to contact the hunters and determine whether they have been camped there, and investigate before the evidence is destroyed. Without confirming the information, a game violation case may not be made.

A gill net stretched across the mouth of a creek would destroy an entire run of king salmon. Immediate response to that creek is necessary to assure that valuable resources are not completely eliminated. Much of the evidence that F&WP Troopers obtain is perishable evidence and must be captured before it is destroyed.

To illustrate the use of state owned aircraft by F&WP personnel, three Troopers supplied the following information:

McGrath F&WP Trooper flew in calendar year 1995:
389 Super Cub hours
14 hours in the Cessna 185

Aniak F&WP Trooper flew in calendar year 1995:
255 Super Cub hours
Cessna 180, 185 and 206 96 hours
R-22 helicopter 65 hours

Iliamna/Yakutat F&WP Trooper flew in calendar year 1995:
214 Super Cub hours

Total citations (3 F&WP Troopers): 62
Total warnings: 55
Resource user contacts: 1903 with state aircraft

Total flying hours for DPS Super Cubs in FY 1995 was 3,592. Although the Cubs are shared between Divisions, the primary users are F&WP.

The department's cost for the Super Cub is $140 per hour. That rate includes personal services, maintenance, insurance and administrative costs. A detailed fee schedule can be found on page 32.

PRISONER TRANSPORT

DPS commissioned personnel provide the majority of the prisoner transport within the state and all the out of state transports. DPS Court Services Officers handle all of the daily transports to and from court in the larger court jurisdictions. Organizing the logistics for moving prisoners between various correctional facilities to meet court appearances continues to be an immense task, particularly since the Department of Corrections is being fined daily when their institutions are overcrowded. The fines have provided an incentive for DOC and DPS to insure prisoners are moved quickly and efficiently.

The Prisoner Transport Desk at Judicial Services in Anchorage arranges the majority of travel arrangements for prisoners and their escorts traveling into and out of the Anchorage area. Most of the travel is accomplished on commercial flights, however state planes are used whenever available. There is no data available in Judicial Services that supplies the number of prisoner transports on commercial flights versus those completed on state aircraft.

Several examples were provided which illustrate how the use of the King Air has saved DPS thousands of dollars per flight.

In March 1996, Judicial Services asked that the King Air and pilot be made available to transport six prisoners and two officers to Arizona and return the next day with the same two officers and six other prisoners. If commercial flights were used for these transports, a minimum of six officers would be required for the movement of the twelve prisoners. Because the King Air provides a controlled environment for the DPS escorts, the officer/prisoner ratio is extended.

The King Air's operating costs for FY '96 are $366 per hour and total flight time to and from Arizona is estimated at 21 hours. To compare the use of the King Air and DPS personnel versus commercial flights:

King Air	Commercial 0-7 days	7-14 days	14+ days
$7686	$17,592	$13,932	$13,594
	Savings of $9906	Savings of $6246	Savings of $5908

Airline ticketing policy requires that the names of all passengers be submitted at the time of ticketing. It is often impossible for Judicial Services to provide the names of the escort officers two weeks ahead of time, and frequently that office does not have fourteen days' notice that the prisoner move must occur. When possible, the least expensive tickets are purchased. With few exceptions, the less than 7-day tickets are purchased, however, and the prisoner transport takes place within the week.

In February 1996, the King Air was utilized to fly one escort and four prisoners from Anchorage to Kodiak. The escort returned to Anchorage with one prisoner. The King Air cost was $878.40 for 2.4 aircraft hours. If those prisoners had been transported via commercial airlines, the cost would have been $1386, or $507.60 more.

Also in February 1996, a commercial carrier refused to fly a mental health patient from Ketchikan for safety reasons. The King Air was available that day and was dispatched with a Trooper for the transport. Six King Air hours were expended, at a cost of $2196. Had the Trooper flown round trip and purchased a one-way fare for the patient, the cost would have been $897. Obviously flying commercially would have been more cost effective in this instance. However, the airlines refused the patient and DPS still had the obligation to transport him.

If the King Air were not available, a chartered flight could probably have been arranged. Navajo Chieftains are available for charter at an average of $535 per hour and the flight would have taken considerably longer than the six hours in the King Air. The Navajo would require additional fuel stops and, unlike the King Air, is not capable of high altitude flight to avoid poor weather conditions.

The King Air recently was returning to Anchorage from a commercial fisheries patrol in the Saint Paul area when it was diverted to Dutch Harbor to pick up three prisoners. The King Air prisoner transport time was 2.2 hours or $805.20. DPS commissioned personnel were already on board to provide the escort.

Had the prisoners been transported via commercial flight, the cost for two escorts (round trip) and three prisoners (one-way) would be $2175. This cost is based on less than seven days notice with no Saturday overnight stay.

In July 1995, Judicial Services had to make arrangements for ten prisoners to be taken to Arizona to replace ten who were scheduled to return to Alaska. A cost and security analysis was conducted to determine the most efficient way for moving the prisoners.

Had the 14+ day notice for ticketing the less expensive bulk tickets been an option, the prisoner move could be completed commercially for about $14,800. Since it was not, the cost was estimated to be $24,500 for the prisoners and their escorts. The commercial option required the use of seven transport officers in three separate moves.

The total cost for moving the prisoners in two separate moves with two transport officers in the King Air was $14,650. The decision to use the King Air for the transports was easily justified in that instance.

There are security considerations that prisoner transport planners must be mindful of. Maximum risk prisoners require a minimum of two escort officers according to airline, F.A.A. and DPS regulations. "Some airlines restrict the use of restraints on their aircraft or in their terminals and may require officers to leave the premises if restraints are visible. This practice is within the airlines rights. Travel may have to be rescheduled or rerouted if circumstances make it impossible to remove prisoner restraints when dealing with one of these airlines" (DPS Operating Procedures Manual, 216-2). In some instances it is necessary to keep the prisoner in restraints for his safety and comfort as well as for that of other passengers. Travel in departmental aircraft eliminates the possibility of commercial airlines personnel requiring the removal of all visible restraints.

An extremely volatile mental health patient/prisoner needed to be returned to Alaska because the federal mental health correctional facility in Springfield, MO refused to care for him any longer. Any time the man was moved within the maximum security institution, six correctional officers were assigned to him. It was clear that this man could not be transported on a commercial airline by DPS. A plane was chartered from Security Aviation in Anchorage for about $17,000 to transport four officers and one medic. Had DPS owned the King Air at that time, the move would have cost less than half the price of the charter.

In another instance, four of the five prisoners that were being returned to Alaska from Arizona had planned to demonstrate at the Phoenix terminal prior to boarding the airline. This may have caused the airlines to refuse to transport them. As a result of not wanting to return to Alaska, the prisoners demonstrated on the tarmac of a private airport. These prisoners were subsequently boarded on the King Air and returned to Anchorage. The potential for a serious security problem in a public airport was averted by using the DPS King Air.

Departmental aircraft used for prisoner transport offers a controlled and safe travel environment for all persons concerned. Unruly or loud prisoners have no chance to disturb passengers other than the escorts and may be less likely to be disorderly without an "audience." Walking through an airport with prisoners often draws unwanted attention and the likelihood for a pre-planned, assisted escape is much higher in commercial transports.

Persons arrested may find it embarrassing having to wait with a Trooper in the passenger standby area to board a commercial flight, particularly in bush regions where s/he is known to everyone in the village. Transportation on a non-scheduled flight, such as a DPS aircraft, would help maintain personal and/or case security.

SEARCH AND RESCUE

The Department of Public Safety, as mandated under Alaska Statute 18.60.120, is the authority responsible for search and rescue in Alaska. This requirement, as well as the number and availability of departmental aircraft and pilots in the field, often permits DPS members to be first responders in search and rescue operations throughout the state. Depending on the reported circumstances, weather, daylight, and the area to be searched, a DPS member can launch a search and rescue mission immediately. The scope of the mission can be dramatically changed depending on the need and resource availability.

Frequently, one DPS member can expend an hour or two in a state airplane and find the missing person(s). Often, the traveler has lost the trail, run out of gas, stopped to rest, or experienced mechanical difficulty. Upon finding the subject of the search and his/her safety is insured, the search and rescue mission is terminated and the DPS member returns to Post.

In more complicated search and rescue missions, other individuals and agencies become involved. The Rescue Coordination Center (RCC) in Anchorage is normally named the search and rescue coordinator on behalf of the Alaskan Air Command. The United States Coast Guard is designated the search and rescue coordinator when the focus of the search is south of 58 degrees north latitude (Alaska Peninsula/Aleutians) and east of 141 west longitude (southeast Alaska), in addition to U.S. waters and the high seas.

When RCC launches a mission in conjunction with DPS, both authorities may decide if the local Army National Guard unit has the most available assets (aircraft conducive to type and area for search). Prior to June 1996, their participation would be reflected in a bill for $2360 per hour for an H-60 helicopter. When the Air National Guard responds from Anchorage, they do not charge for their services or aircraft.

The Army National Guard interpreted their roles and missions in a strict sense, which did not necessarily include peace time rescues as their designated mission. Because peace time search and rescues are not a designated mission, a fee was assessed for the Army National Guard's services and aircraft. A mandate of the Alaska Air National Guard is to effect combat rescues, and when available, peace time SARs are also accomplished. Since search and rescues are included as roles and missions for the Air National Guard, a fee is not assessed for their services or aircraft.

The Adjutant General recently ruled that SARs will become part of the Army National Guards' designated mission, which means federal SARs will be conducted without charge to the State of Alaska in most instances. A Memorandum of Understanding has been drafted, and when formally signed, will eliminate the charge to the state for the use of Army National Guard aircraft except in special circumstances. Nearly all search and rescue operations are deemed to be federal missions.

Should a SAR be terminated by the federal government (through the Alaska Air National Guard), the Governor of the State of Alaska can request that the mission be continued. Once the governor makes that request, the mission may be extended, and the state will be billed ($2360 per hour) for the use of Guard aircraft. The fee of $2360 per hour will be assessed only if and when the federal government terminates the search and the State of Alaska wishes to continue using military aircraft and personnel.

An example of federal versus state missions is this: several walrus hunters are reported missing in bad weather. After a lengthy search, the Air National Guard withdraws from the SAR because that one mission is draining their allocated flying reserves for the year. The governor may intercede and request the Guard's continued involvement. At that time, the mission leaves federal status, reverts to a state SAR, and the state assumes responsibility for all future costs of the SAR.

The Department of Public Safety does not wish to compete with private air carriers nor engage other government entities in competition for search and rescue, or other aircraft-related business. It is the policy for DPS personnel to hire local air charter services whenever they are available and weather conditions permit their inclusion into a search and rescue operation.

Local Civil Air Patrol squadrons often are asked to participate in search and rescue operations in their regions. Many areas, however, have no local CAP squadron. The assistance of civilian pilot volunteers can be enlisted as well as from volunteer ground search crews. Aircraft and watercraft may be chartered from local commercial operators for search and rescue purposes.

The Search and Rescue Fund provided for in A.S. 18.60.145 was established to offer reimbursement for search and rescue expenditures. The Army National Guard had been the only state or governmental agency that billed the State of Alaska (DPS) for their participation in search and rescue missions. Volunteer expenses, charter services and other related SAR expenses are reimbursed from the search and rescue fund. In calendar year 1995, $173,432.11 was paid to outside agencies and individuals to reimburse their SAR expenses

The average rental rate of a Cessna 185 is $251 per hour from a commercial charter service (with fuel, but not including minimum daily hours or standby time). The hourly rate for DPS owned aircraft for a 185 is $220 per hour (cost includes personal services, maintenance, insurance and administrative costs). DPS personnel often fly a department owned Super Cub on search and rescue missions at a cost of $140 per hour; the Cub is essentially a one-person airplane and is not practicable for charter purposes. The King Air rates are $460 per hour compared to the King Air available in Nome for charter at $1308 per hour. Departmental Jet Ranger helicopters cost about $300 per hour to operate compared to $599 from a charter operator. **Please see Page 33 for additional aircraft cost comparisons.**

Chartered aircraft are not normally equipped with the specialized equipment that state aircraft have, and which greatly assist in locating missing persons.

In addition to the cost savings in utilizing departmental aircraft, there are several other factors that make DPS owned aircraft attractive in search and rescue operations. Depending on the season, many DPS aircraft are equipped with wheel skis, straight skis, floats, or large wheels and have the capability for landing in locations where charter operators are not authorized to land due to insurance restrictions and F.A.A. regulations.

The Bell Jet Ranger helicopters have the capacity for carrying two injured persons in two litters in addition to the pilot and spotters. A chartered helicopter may not have that immediate capability; a leased helicopter could be ordered to include that capability (an exclusive use lease for six months costs $27,500 per month plus $265 an hour with pilot and fuel).

Availability of a pilot and well-equipped aircraft are probably the most positive features of what DPS can offer to a search and rescue mission. Often planes are not available from charter services because they are being flown for scheduled commercial or other charter purposes. Valuable time can be lost waiting for a plane to become available for chartering for a search and rescue operation.

Charter company pilots may not be available for search and rescue missions at the end of their work day because the F.A.A. strictly regulates and monitors the number of hours a pilot may fly and be on duty. Even if an airplane were available, there is no guarantee that there is a pilot available with a few hours left in his/her F.A.A. regulated duty day.

Currently, most DPS pilots and airplanes work under the F.A.A. public aircraft regulations and are not restricted in the number of hours flown each day. In the very near future, there will be some DPS planes and pilots that will be regulated by Part 135 of the F.A.A. Regulations and their flight and duty hours will be restricted. An explanation of Part 135 requirements and how it will affect DPS is shown on page 29.

The King Air 200 has been found to be a uniquely capable airplane for search and rescue operations. It was recently equipped with a state of the art Forward Looking Infra Red (FLIR) system. The newly acquired FLIR sensor has further enhanced the King Air's capability for daylight searches and has added the unique capability for night patrols and searches. The aircraft allows searchers to fly above poor weather conditions enroute to the search area, and fly at low altitudes during the search mission.

Once the missing subjects are located, the King Air's advanced electronic equipment can pinpoint exactly where the subjects in distress are. Although the King Air cannot land off airport, its crew can easily direct ground searchers, boat operators or an aircraft with off airport landing capabilities to the area to effect the rescue.

In 1995, the DPS King Air and personnel had just finished a fishery patrol and were departing St. Paul with a non-critical medivac patient who had been injured on a ship. The King Air crew was notified by Troopers aboard the Patrol Vessel Wolstad that a brief mayday call had been heard by a ship 150 miles northwest of St. Paul.

The weather conditions at the time included below freezing temperatures, 40 knot winds, 25-40 foot seas and ceilings less than 300 feet. Visibility was less than one mile due to blowing snow. Within fifty minutes, the King Air had responded to the area and located the capsized vessel. The aircraft stayed on scene for over two hours keeping the two life rafts in sight until the Coast Guard arrived. In this type of weather, a swift response greatly increases the likelihood of a successful outcome.

In April 1995, the lives of two Scammon Bay people were saved when a DPS pilot decided to spend the remaining two hours of daylight looking for the overdue snowmachiners. A formal search and rescue mission had been authorized, however bad weather precluded a search by charter services. Ground search parties had been unable to locate the husband and wife between Scammon Bay and Mountain Village.

The couple were separated from one another on a Friday night during blizzard conditions. On Saturday, Civil Air Patrol pilots were unable to search the area the couple was thought to be in because of heavy fog banks and reduced visibility. A simultaneous search had been launched for some Scammon Bay teens and ground parties were split looking for both groups.

The bad weather continued on Sunday and the couple was not located. On Monday, the state plane was unavailable due to scheduled maintenance. The Civil Air Patrol was still unable to conduct a thorough search of the area because of the weather. On Tuesday, the Bethel DPS pilot called other rescue parties to find out where the air and ground searches had taken place. He left Bethel and located the couple about sixteen miles south of Chevak.

The pilot was able to land the state airplane about fifty feet from the snowmachiners because the airplane was equipped with wheel skis. The couple were wet and suffering from hypothermia and frostbite. They were flown to the Chevak clinic and because of the seriousness of their injuries, the pilot then flew them to the hospital in Bethel. Medical personnel believed that the couple would not have survived another night outside.

The Bethel DPS pilot located the couple in one and one-half hours. He is native to the Bethel region and has spent his entire flying career in the area. With his knowledge and understanding of local weather and terrain, in addition to a well equipped airplane, he was able to land and save the couple from freezing to death.

In February 1996, two Anchorage Troopers were flying back from Seldovia in a state aircraft when they heard an Emergency Locator Transmitter discharge. They notified the tower and spent an hour searching for the source of the ELT. The search was called off by tower personnel when it was determined that the ELT had discharged accidentally. At the time, the two Troopers had the only aircraft in the area and responded immediately to the signal. Had the ELT discharge been an actual emergency, the Troopers were already in the area.

According to 1995 DPS data, there were 172 formal search and rescue missions launched and 258 people were saved. Those numbers reflect only search and rescue missions wherein search and rescue funds were expended and not missions which were coded differently to other activity/allocation codes. Instances which do not incur costs are often coded and documented as overdue motorists, overdue boaters or agency assists and not actual SAR missions. Of the money reimbursed from the Search and Rescue Fund ($173,432.11), approximately $50,000 was paid to the Army National Guard for their participation in various search and rescue missions.

SPECIAL EMERGENCY RESPONSE TEAM (SERT)

The SERT team has utilized state aircraft about ten times in the last year. Most recently, the team used state airplanes and helicopters to search for a suspected murderer who was thought to be hiding in the woods and hills in the Nancy Lake area. In addition to the state aircraft, several other planes were chartered from local air taxi services to assist in the search.

The use of chartered aircraft worked reasonably well during that mission except that several Troopers were left stranded overnight by one charter service. Apparently the operator had several other businesses to attend to and the Trooper mission was not kept at the top of his priority list. By the time he could return, darkness prohibited his ability to land. The Troopers spent the night at considerable additional cost.

The Navajo was used to fly several members of the SERT Team to Homer in the fall of 1995 and allowed them to respond quickly to a potentially dangerous situation to the public. The King Air has been used to fly Team members to a hostage situation in Yakutat. The hostage-taker surrendered after SERT arrived and negotiated for the safety of everyone involved.

The SERT Team continues to utilize Helo I for training missions. Members have found that the specialized equipment, such as the FLIR, spot light, public address system and scrambled police radios on state aircraft allow them to conduct their missions more safely and effectively.

STATE MEDICAL EXAMINER'S OFFICE

When available, state aircraft are used to transport human remains from the villages to the hub where they are stored until shipped to Anchorage for autopsy. The 185s and 206 are an ideal means for transport, as the rear seats can be taken out prior to flight and room made for the body. Since a Trooper investigation may already be involved, removal of the body from the village can be combined with the investigation. The need for a charter fare for the body is eliminated.

The State Medical Examiner's Office pays for the transportation of human remains, regardless of how it occurs.

CHARTERING AIRCRAFT

In most situations, it is not cost effective to charter aircraft for routine law enforcement and fish and wildlife protection duties. Due to security concerns, it is not reasonable to notify an air taxi service or charter operator that an operation of a sensitive nature is about to take place. Covert operations and surveillance would be jeopardized. The security of an entire operation could be risked by notifying a local air taxi service that a stakeout team needs to be dropped off at a certain location. Asking for strict confidentiality from a company which makes its money transporting customers to remote hunting and fishing locations is an unreasonable expectation.

There are no air taxi operators in the state who can meet the conditions, or special needs, for DPS' use of a Super Cub due to its limited load carrying capacity. As a result, there are no suitable Super Cubs in the State of Alaska that are available for charter to DPS. Comparing the cost of a charter for a larger plane, such as a 180/185, is futile. Other aircraft are not suited for landing at off airport sites. The Super Cub has been selected for its versatility that other aircraft do not offer.

Charter aircraft are not normally equipped with law enforcement equipment, such as police radios, spot light, or capability for installation of the FLIR system. F&WP Troopers need accessibility to aircraft during the same peak seasons that charter operators are catering to tourists, hunters and fishermen and often aircraft are not available for last minute charter to DPS members.

The Department of Public Safety recognizes that occasionally a situation arises when law enforcement presence or actions are required, but not necessarily welcomed. In those instances, DPS is extremely reluctant to place air taxi operators in the problematical position of flying enforcement personnel into a village and risk being boycotted by local residents for "supporting" the Troopers.

LEASING AIRCRAFT

BETHEL

Leasing aircraft is a non-viable option for F&WP patrol work. There are no Super Cubs available in the state that can meet the bid specifications required by DPS. Insurance restrictions for off-airport landings make the Super Cub unavailable for air taxi operators to lease to DPS.

There are Cessna 180s, 185s and 206s available for lease to DPS. Department records indicate that DPS leased an aircraft for the Bethel region since 1974. Specific information prior to the 1982-1985 contract period is unavailable. **Between 1985 and 1992, DPS paid $313,000 for a Cessna 206. Additionally in contract period 1982 to 1985, DPS paid $142,635 for a Cessna 207 as well as $129,000 for a Cessna 185.** These figures are based upon 300 flight hours per year, which were consistently flown. The additional hourly rates paid for hours flown in excess of 300 are not included in those rates.

The cost for engine oil for those 300 hours (1985-1992) was $2695 and avgas for those planes (for 300 hours/year only) cost $180,000. Insurance for the 206 through the years 1987 through 1992 was $9308.

Since 1982, DPS has paid a minimum of $776,660.50 in lease costs, plus gas, oil and insurance. DPS LEASED AT LEAST ONE AIRPLANE IN THE BETHEL REGION FOR 23 YEARS. OVER FIVE 206s could have been purchased during the 11 year period between 1982-1992, as the current used price for a properly equipped Cessna 206 is about $145,000. It is probably safe to assume that AN ADDITIONAL FIVE AIRCRAFT could have been purchased with the money spent between the years 1974 and 1982.

NAVAJO

The twin-engine Navajo was leased from 1982-1993 when DPS purchased an aircraft through the VPSO program. In 1990 lease prices, DPS guaranteed fees of over $66,000 per year for the Navajo plus fuel, insurance, heat and storage. In 1991 alone, over $96,000 was spent on the annual lease fee, including fuel, oil and insurance.

DPS leased a Navajo for 11 years and paid over $975,000 for that lease during those 11 years, according to DPS documents. The purchase price of a Navajo averaged about $175,000 during the term of the lease and the current price of a properly equipped, used Navajo is about $225,000.

DPS COULD HAVE PURCHASED 5.5 NAVAJOS WITH THE MONEY SPENT ON A LEASED AIRCRAFT DURING THE 11 YEARS THE AIRCRAFT WAS LEASED.

Over the life of the lease for the Navajo, the VPSO program continued to request funds to purchase the plane under CIP and the request was denied until the funds were approved and an airplane was purchased in 1993.

HELICOPTERS

The Department of Public Safety owns 3 helicopters, including two Bell Jet Rangers and one Robinson R-22. The Division of Alaska State Troopers purchased the Bell helicopters and has them in posted in Anchorage and Fairbanks. The R-22 is owned by the Division of Fish and Wildlife Protection and is posted in Aniak.

The Anchorage-based Bell was flown 310.2 hours in calendar year 1995. The majority of its time (32%) was spent in search and rescues. Twenty-four percent of its time was spent flying during the course of investigations and criminal apprehension. Both the Anchorage and Fairbanks Bells were used for general law enforcement patrol, F&WP support, training, administrative support, and other local and state agency support. In addition, the Fairbanks Bell was used for Village Public Safety Officer remote support duties.

The Anchorage Bell was used in over one thousand personal contacts in 1995. Sixteen persons were rescued and there were four medivacs completed in it. There were five criminal arrests made and the remains of fourteen deceased persons were transported in that helicopter.

The Bell helicopters are useful in the King Salmon area during the commercial fishing openings. The FLIR can be installed in them, which enhances overall productivity and effectiveness of the vessel enforcement units.

The R-22 has been found by F&WP Troopers to be extremely effective for patrolling areas of high activity. It is a slow helicopter, and has about a three-hour range. The R-22 works well for "short hops." F&WP Trooper/Pilots can go from contact to contact in a short amount of time, drastically increasing time spent in the field, number of contacts made per day and enforcement presence to potential violators. The R-22 affords F&WP Troopers the opportunity to make several contacts per flight hour instead of few or none when using snowmachines or four-wheelers in areas of difficult terrain.

The R-22 has shown itself to be extremely valuable during sheep, caribou and other big game hunting seasons in the Alaska Range where it is impossible to reach hunters by any other means, including the Super Cub. At crime scenes, evidence can be seized and transported in the R-22 to secured storage.

It is not uncommon for F&WP Troopers to have to hike several hours to get to a crime scene. One Trooper said he and another Trooper hiked eleven hours uphill to get to a crime scene and seize the hind quarter of a sheep. They brought the evidence back to clinch a wanton waste case. At days' end, the two Troopers worked twenty hours each. Had the R-22 been available, they could have flown to the crime scene and back to their Post within a couple of hours with the evidence.

A very attractive safety feature about the R-22 is that it can land on airstrips or areas with questionable conditions that would be extremely marginal, even in a Super Cub. In those questionable conditions, the R-22 can land with a highly acceptable safety margin which increases its all-around versatility in remote areas of Alaska.

The estimated hourly cost for the R-22 helicopter is $125 per hour. Those helicopters are available in Fairbanks for charter at $245 per hour. Chartering an R-22 is unacceptable, as its payload is not large enough for a pilot, one F&WP Trooper and accompanying gear and fuel. Like the Super Cub, the R-22 is primarily a one-person aircraft. Leasing an R-22 would cost $165 per hour including fuel.

The DPS hourly cost for operating the Bell helicopters is $300. The average statewide cost for chartering a similar helicopter is $599 per hour. An exclusive use lease contract would insure that a helicopter is always available for immediate response and meet the emergency needs situations required by the department. Such a contract is available, and would cost $27,500 per month for a minimum of six months plus $265 per hour including pilot and fuel. Presently, if the departmental helicopters do not fly, they cost nothing. **Under a lease, DPS would be obligated to pay $333,000 per helicopter per year whether or not the helicopters were used.**

Cost comparison for owning, leasing and chartering Bell helicopters:

DPS Owned:
$300/hr x 515.8 hrs flown by Helo I and Helo II in 1995 = $154,740
(Cost includes insurance, maintenance and fuel).

Charter:
$599/hr x 515.8 hrs flown by Helo I and Helo II in 1995 = $308,964
(Reflects actual hours flown, no standby time).

Exclusive Lease:
$27,500/mo x 12 = $330,000 for one helicopter (plus $265/hr)
$27,500/mo x 12 = $330,000 for second helicopter (plus $265/hr)

$265/hr x 515.8 (number of Helo I and II hours flown in 1995)
$265 x 515.8 = $136,687

$660,000 lease for helicopters
$136,687 pilots and fuel
$796,687 per year for two helicopters

DPS Owned	Charter	Lease
$154,740	$308,964 (no standby)	$796,687

FEDERAL AVIATION REGULATION PART 135

The King Air is currently in transition to become a Part 135 aircraft. The F.A.R. states that aircraft which transport people or freight for money must abide by the requirement of 14 CFR (Code of Federal Regulations) Federal Aviation Regulations Part 135. DPS had maintained that the exclusion for law enforcement purposes precluded it from adhering to Part 135. The strict interpretation of Part 135 prohibits the transfer of funds from different treasuries unless the carrier is Part 135 authorized. DPS has voluntarily complied with this interpretation, and is in the process of obtaining Part 135 authorization for the King Air and four other aircraft.

Simply stated, if money or services are accepted from another agency (with a non common treasury) for the use of a particular aircraft and/or pilot, Part 135 applies. For example, if DPS enters into a joint financial venture with the National Marine Fisheries or the Drug Enforcement Administration that involves an airplane, the plane and pilot must adhere to the tighter restrictions imposed by Part 135. When a plane and pilot fly as part of a Part 135 venture, DPS can accept funds from the other agency. Only when the plane and pilot are actually involved in the joint mission do they have to meet the 135 requirements. For daily departmental work, the less restrictive Part 91 applies.

For practical purposes, the more restrictive the requirements, the more it will cost to meet those requirements. The King Air currently meets Part 135 standards, as do its pilots. Only the King Air, one Cessna 185, possibly the Navajo, the Cessna 404, and a Super Cub are now targeted as becoming Part 135 planes. All other aircraft will not be authorized and will remain Part 91. There may be some additional costs incurred for the upgrades to include pilot training and support documentation that will be generated to meet F.A.A. standards for the Part 135 operation as required by U.S. Congress.

The benefit in having Part 135 authorized aircraft and pilots is that DPS can operate joint law enforcement missions with various federal and municipal agencies and those agencies can contribute to the cost of the operation. The National Park Service, U.S. Fish and Wildlife Service, U.S. Marshal's Office and the National Marine Fisheries are examples of agencies with whom DPS will be able to enter into joint ventures. There is no intention of becoming Part 135 to compete with, or eliminate DPS' continued use of commercial air taxi services.

INSURANCE

State aircraft are self insured through the Office of Risk Management. The cost of insurance for the entire fleet of 43 operational airplanes is $104,000 for hull and liability insurance. The cost per plane, regardless of its value, or number of hours flown, is $2418.60. That figure has been included in the cost per hour to operate all DPS aircraft. Any leased aircraft, such as the Cessna 206 that was stationed in Bethel, require an additional $2418.60 per year in addition to its annual lease fee.

AIRCRAFT SECTION MECHANICS

The DPS Aircraft Section is an F.A.A. approved repair station. The five DPS professional mechanics are long-time employees who meet the high standards and expectations of the Aircraft Section and the Department of Public Safety. There have been no departmental aircraft that have been damaged as a result of mechanical failure or faulty repair work. DPS pilots have expressed a great deal of confidence in the quality of maintenance produced by Section mechanics, particularly when flying in the rigorous conditions they often find themselves.

DPS mechanics are always available, even on short notice, to perform necessary repairs. There have been a number of times a DPS mechanic has flown commercially to repair a DPS airplane in the bush when or where no local mechanics were available. Unlike some repair stations, the DPS Aircraft Section does not have contracts with other charter services. DPS mechanics work exclusively on DPS airplanes and do not have to delay maintenance in order that repair work for others is completed first.

OUTSIDE CONTRACT REPAIRS

In FY 95, the DPS Aircraft Section spent $370,189 for outside contract repair work on various aircraft, including the Bell helicopters. Additionally, over $52,000 was spent for the repair of avionics equipment in the aircraft (excluding Bell helicopters). The contractual services for the two Bell helicopters, which includes all repair and maintenance work, was $106,608 in 1995.

Contract repair work is performed in different areas in the state, depending on the availability of mechanics and shops which are certified by the F.A.A. as repair stations and their existing workload. Emergency inspections, repairs and mandatory 100-hour inspections and repairs are often contracted out to local repair services to reduce aircraft ferrying time to and from Anchorage.

Primary contractors for additional maintenance support are Smith Aero in Fairbanks, Alaska Aircraft Sales in Anchorage, Dan's Aircraft Repair in Anchorage and Glacier Aircraft Parts in Palmer for engine replacements. Other vendors are utilized for small parts, purchases and services that are not on contract.

AIRCRAFT COST COMPARISONS BETWEEN DPS, CHARTER, AND LEASE OPTIONS

Aircraft Type	DPS Costs Per Hour	Charter Costs Per Hour*	Lease Costs Per hour
Piper Super Cub	$140	$170	No bidders due to lease requirements by DPS for type of work anticipated.
Cessna 172, 180, 185, 206, PA 32	$220	$251	$220 dry-for Cessna 185 $260 wet-for Cessna 185
Navajo Chieftain	$250	$535	1990 dry lease: $220 for less than 300 hours; $190 for over 300 hours; or $300 wet
King Air	$460	$1,308 Nome only	$18,000 for 40 hour month plus $150 per hour for maintenance reserve. Over 120 hours per quarter=$325 per hour. Three year lease=$16,500 p[illegible] month dry.
Bell 206 Helicopter	$300	$599	Exclusive use for 6 months: $27,500 per month plus $265 per hour wet with pilot
R-22 Mariner Helicopter	$125	$245 Fairbanks	1995 DPS Lease: $145 dry, $165 wet
Cessna 404	$250 estimate	$535	Compare with Navajo Chieftain
* Average statewide costs per hour. Does not include minimum daily hours or standby time.			

The DPS costs per hour include personal services, aircraft maintenance. insurance and administrative costs. Personal services consist of salaries and benefits for the Aircraft Section Supervisor, five mechanics and two clerical support staff. Travel, contractual services, supplies, equipment and Capital Improvement Projects are not included in the DPS cost per hour. Capital Improvement Project funds are utilized to purchase or make major repairs to aircraft or other equipment.

The cost/hour figures supplied by the Aircraft Section are calculated in the following way: The cost per hour to operate the aircraft is based upon the expenses for the entire "class" of aircraft. For example, costs are compiled for the Super Cubs as a group. Overhead items are divided among the groups of planes based upon the number of flying hours by the group of planes as a percentage of the total hours. Overhead items include Personal Services (salaries and benefits), hangar and office maintenance expenses, items purchased for all aircraft, hangar rentals, etc.

The total of the group's operating expenses plus the percentage of the overhead amount is divided by the flying hours flown by that group of aircraft.

ADDENDUM 1

Calculation of Actual Costs for Scenario Investigation

FAIRBANKS

To Stevens Village: 79 miles in state aircraft. Total flight time is 1.7 hours ($220/hr x 1.7 = $374). Flight time plus investigative time equals an 8.2 hour day. There are no other costs associated with this investigation.

To Stevens Village: 79 miles by charter service. Total flight time is 1.7 hours plus 6.5 hours standby (charged at $70/hr). $240/hr x 1.7 hours = $408. 6.5 hr x $70/hr standby = $455. $408 + $455 = $863. Man hours remains at 8.2.

To Stevens Village: 79 miles by scheduled air carrier.
Arrival at the scene would be delayed seven hours. Round trip airfare for the DPS member is $175 and one-way fare for the prisoner is $85. The member and prisoner would have to remain overnight awaiting commercial transportation the following day. An additional expense of $200 is incurred for guard hire. Total cost: $460. Not included in this figure are per diem, overtime expenses and guard hire.

State aircraft: $374
Charter: $863
Commercial: $460

KOTZEBUE

To Selawik: 70 miles in state aircraft. Total flight time is 1.4 hours ($220 x 1.4 = $308). Flight time plus investigative time equals an 8 hour day. There are no other costs associated with this investigation.

To Selawik: 70 miles by charter service. Total flight time is 1.4 hours plus 6.0 hours standby (first thirty minutes on the ground are free, remaining time is charged at $150/hr.) 1.4 x $275/hr = $385 plus $75 pilot call out fee, and 10% added to the entire bill for a non-scheduled nighttime flight, or one that originated before 7:00 a.m. $385 + $75 call-out + $900 standby = $1360 x 10% = $136. $136 + $1360 = $1496. There are no other costs associated with this investigation.

To Selawik: 70 miles by scheduled air carrier. Arrival at the scene would be delayed seven hours. Round trip airfare for the DPS member is $110 and one-way for the prisoner is $55. The member and prisoner would have to remain overnight awaiting commercial transportation the following day. An additional expense of $200 is incurred for guard hire. Total cost: $365. Not included in this figure are per diem, guard hire and overtime expenses.

State aircraft: $308
Charter: $1496
Commercial: $365

KING SALMON

To village 75 miles away in state aircraft. Total flight time is 1.3 hours ($220 x 1.3 = $286). Flight time plus investigative time equals a 7.8 hour day. There are no other costs associated with this investigation.

To village 75 miles away by charter service: Total flight time is 1.3 hours plus 6.5 hours standby. $936 includes $286 flight time and $650 per hour standby cost ($100 per hour). There are no other costs associated with this investigation.

To village 75 miles away by scheduled air carrier. Arrival at the scene would be delayed for 6.5 hours. Round trip airfare for the DPS member is $130 and one-way fare for the prisoner is $65. Total cost: $195. The member and prisoner would have to remain overnight awaiting commercial transportation the following day. There are no holding cells or Village Public Safety Officers in villages south of King Salmon, so the member would be have to remain with the prisoner the entire time. Nineteen hours overtime would be charged plus one night's per diem. Note: This trip could be made only if the shooting occurred in a village south of King Salmon. There are no northbound commercial flights.

State aircraft: $286
Charter: $936
Commercial: $195

DILLINGHAM

To village 70 miles away in state aircraft. Total flight time is 1.1 hours ($220 x 1.1 = $242). Flight time plus investigative time equals a 7.6 day. There are no other costs associated with this investigation.

To village 70 miles away by charter service: $1370 includes $500 call out fee, $220 flight time and $650 standby fee. There are no other costs associated with this investigation.

To village 70 miles away by scheduled air carrier. Arrival at the scene would be delayed for 7.5 hours. Round trip airfare for the DPS member is $100 and $50 one-way fare for the prisoner. An additional expense for guard hire is $300. Total cost $450. Not included in this figure are per diem, guard hire and overtime expenses.

State aircraft: $242
Charter: $1370
Commercial: $450

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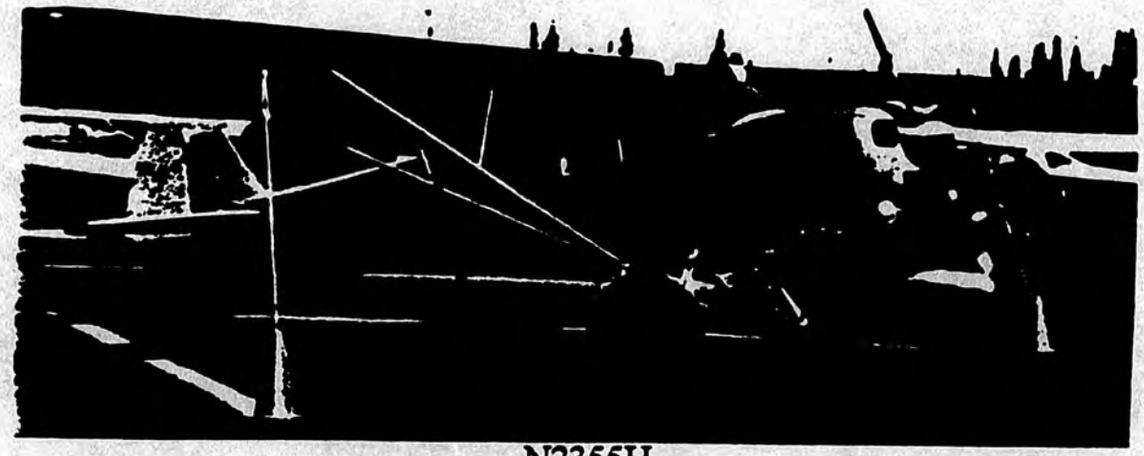
DEPARTMENT OF PUBLIC SAFETY



N2355H

Aircraft is Based at Ketchikan
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	3162 hours
Manufactured -	1979	Last Airframe Major Overhaul -	July 1991
Acquired Date -	1986 Purchased Used	Next Projected Airframe Overhaul 12 year -	2003
Appraised Value -	$90,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	729 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul	1071 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2002

Propeller Replacement Year - 2002, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KX 175 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	No
Police Radio, Uniden 400 -	Yes	Landis 2500 Straight Skis -	No
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	No

Aircraft Post Support Requirements:

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	No
Wing and Engine Covers -	No	Float Tie Down and Docking -	Yes
Hangar Storage -	Yes (4 month Rental)		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N2400S

Aircraft is Based at Coldfoot
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	2616 hours
Manufactured -	1979	Last Airframe Major Overhaul -	January 1999
Acquired Date -	1990 Purchased Used	Next Projected Airframe Overhaul 12 year -	2011
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	0 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1800 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2007

Propeller Replacement Year - 2003, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

1000-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	No
Hangar Storage -	Yes		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate

DEPARTMENT OF PUBLIC SAFETY



N4151T

Aircraft is Based at Talkeetna
Aircraft Primary Use:

Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	1288 hours
Manufactured -	1989	Last Airframe Major Overhaul -	1994
Acquired Date -	1991 Purchased Used	Next Projected Airframe Overhaul 12 year -	2006
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1288 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	512 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2000
Propeller Replacement Year-	1999, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Oversize Tundra Tires -	Yes	Engine Winter Heater, Tannis -	Yes

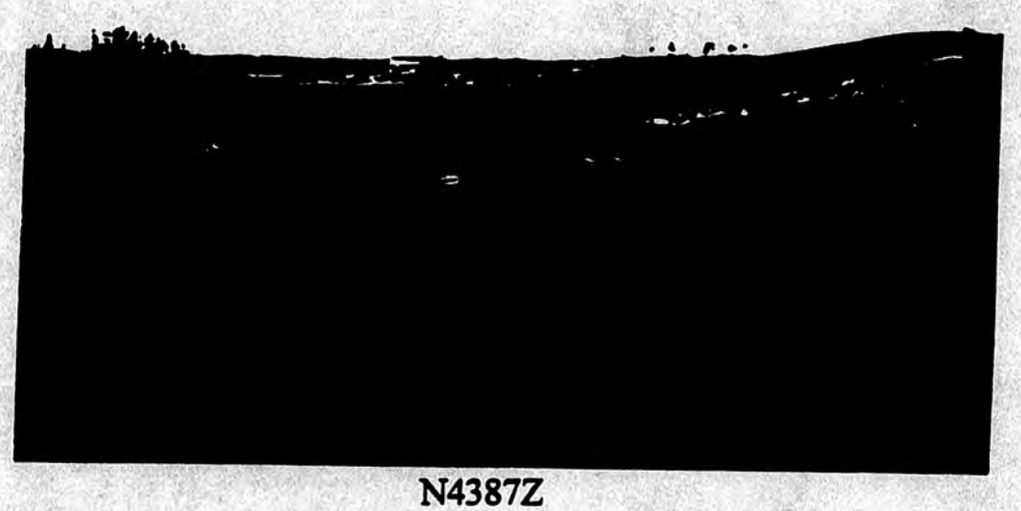
Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Float Tie Down and Docking -	Yes
Wing and Engine Covers -	Yes	Wheel Tie Down -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:

FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N4387Z

Aircraft is Based at Soldoma
Aircraft Primary Use:

Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	3520 hours
Manufactured -	1968	Last Airframe Major Overhaul -	November 1
Acquired Date -	1993 Forfeited to the State	Next Projected Airframe Overhaul 12 year -	2008
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	696 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul	1104 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2003

Propeller Replacement Year - 2002, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:

FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N54741

Aircraft is Based at Tok
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	3322 hours
Manufactured -	1976	Last Airframe Major Overhaul -	May 1998
Acquired Date -	1976 Purchased New	Next Projected Airframe Overhaul 8 year -	2001
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	542 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1258 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2003
Propeller Replacement Year -	2003, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	No
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N5582C

Aircraft is Based at Fairbanks
Aircraft Primary Use:

Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	7031 ho
Manufactured -	1967	Last Airframe Major Overhaul -	July 19
Acquired Date -	1979 Transfer (US Fish & Wildlife)	Next Projected Airframe Overhaul 12 year -	2004
Appraised Value -	$90,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1334 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	466 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2000

Propeller Replacement Year - 2000, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KX175 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, Uniden 400 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:

FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medi certificate.

DEPARTMENT OF PUBLIC SAFETY



N7049

Aircraft is Based at Anchorage
Aircraft Primary Use:
Fish and Wildlife Enforcement of Commercial Fishing, Hunting, Sport Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	8544 hours
Manufactured -	1952	Last Airframe Major Overhaul -	1998
Acquired Date -	1973 Forfeited to State of Alaska	Next Projected Airframe Overhaul 12 year -	2010
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	100
Powerplant Required Overhaul -	1800
Powerplant Time Remaining to Overhaul -	1700
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	2008
Propeller Replacement Year -	2003, Est. $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater , Tunnis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

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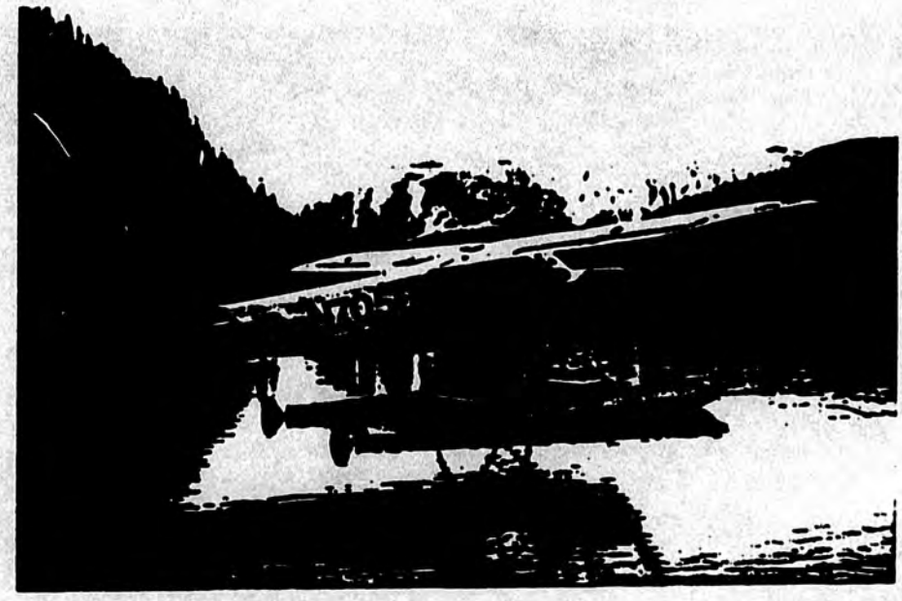

N7050

Aircraft is Based at Anchorage
Aircraft Primary Use:

Fish and Wildlife Enforcement of Commercial Fishing, Hunting, Sport Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	9396 hours
Manufactured -	1961	Last Airframe Major Overhaul -	1999
Acquired Date -	1961 New Purchase	Next Projected Airframe Overhaul 8 year -	2011
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1159 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	641 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2001
Propeller Replacement Year -	2000, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	No
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	No
Engine Winter Heater , Tannis -	Yes	Oversize Tundra Tires -	No

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:

FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N7051

Aircraft is Based at Nome
Aircraft Primary Use:
Fish and Wildlife Enforcement of Commercial Fishing, Hunting, Sport Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	12,217 hours
Manufactured -	1953	Last Airframe Major Overhaul -	March 1997
Acquired Date -	1961 Transfer (U.S. Fish & Wildlife)	Next Projected Airframe Overhaul 12 year -	2009
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	394 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1406 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2006

Propeller Replacement Year - 2001, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KX 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater , Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N7052

Aircraft is Based at Tok
Aircraft Primary Use:

Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing, Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	8625 hours
Manufactured -	1967	Last Airframe Major Overhaul -	March 1993
Acquired Date -	1968 New Purchase	Next Projected Airframe Overhaul 12 year -	2005
Appraised Value -	$75,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1445 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	355 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 1998

Propeller Replacement Year - 1998, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	No
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	No
Hangar Storage -	No		

Pilot Minimum Experience:

FAA certificated Private Pilot with Single Engine Land Ratings, 200 hours flight time, second class medical certificate.

Revised 11/26/96

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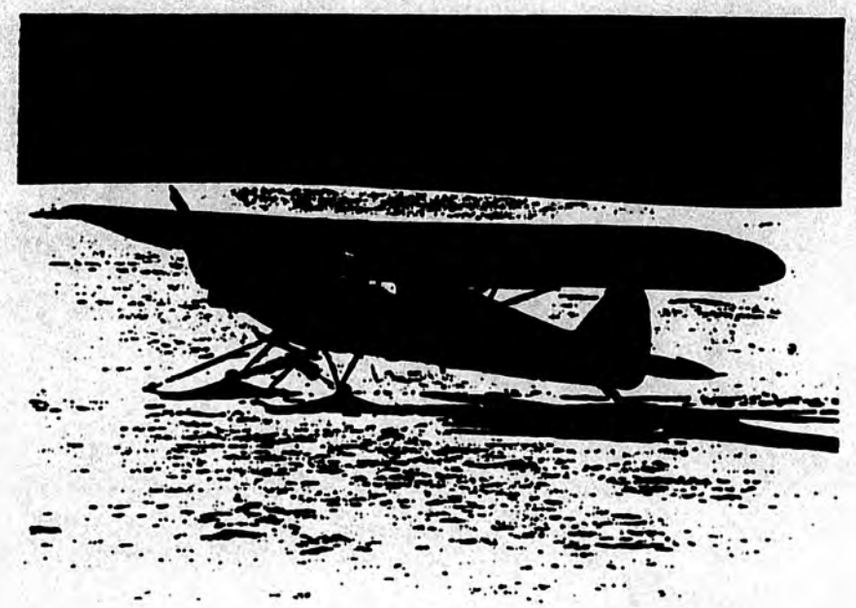

N7053

Aircraft is Based at Delta Junction
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	5778 hours
Manufactured -	1967	Last Airframe Major Overhaul -	May 1992
Acquired Date -	1968 New Purchase	Next Projected Airframe Overhaul 12 year -	2004
Appraised Value -	$75,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	745 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1055 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2002

Propeller Replacement Year - 1999, Est. Cost. $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic wheel ski -	No
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

500-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	No
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

Revised 11/26/96

DEPARTMENT OF PUBLIC SAFETY



N7054

Aircraft is Based at King Salmon
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	7388 hours
Manufactured -	1970	Last Airframe Major Overhaul -	April 1993
Acquired Date -	1971 Purchased New	Next Projected Airframe Overhaul 12 year -	2005
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	192 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1618 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2005
Propeller Replacement Year -	2000, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater , Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

1000-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

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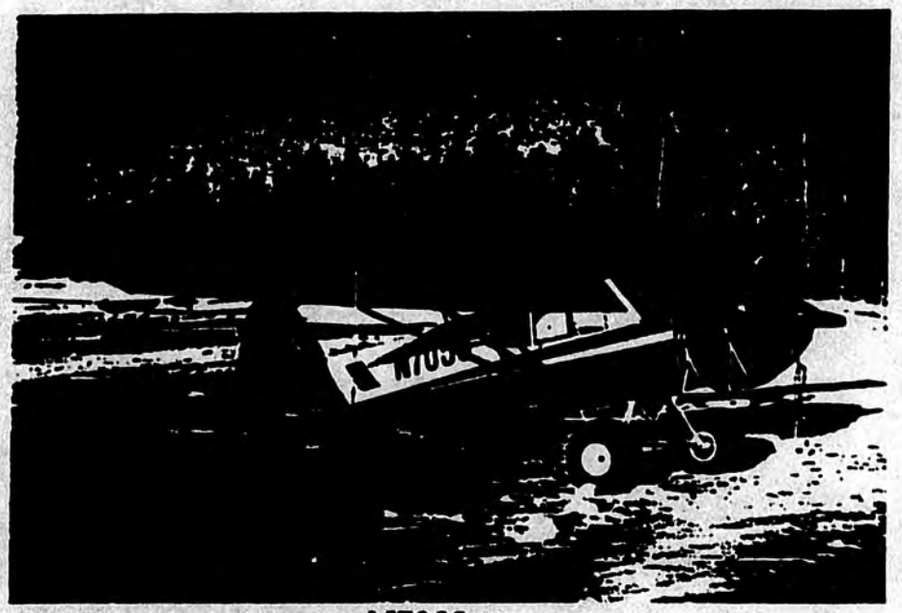

N7055

Aircraft is Based at Cordova / Glennallen
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	7164 hours
Manufactured -	1970	Last Airframe Major Overhaul -	April 1993
Acquired Date -	1971 Purchased New	Next Projected Airframe Overhaul 12 year -	2005
Appraised Value -	$75,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1661 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	139 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 1999
Propeller Replacement Year -	1999, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	No
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N7056

Aircraft is Based at Dillingham
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model	Piper Cub PA-18-150	Airframe Total Time -	7668 hours
Manufactured -	1970	Last Airframe Major Overhaul -	May 1995
Acquired Date -	1971 Purchased New	Next Projected Airframe Overhaul 12 year -	2007
Appraised Value -	$90,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	0 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1800 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2007

Propeller Replacement Year - 2000, Est Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	No
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medi certificate.

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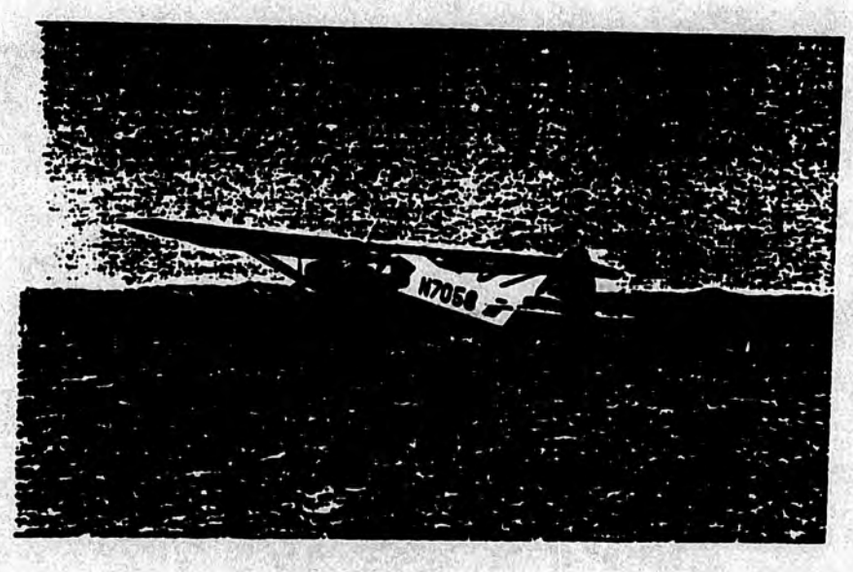

N7058

Aircraft is Based at Iliamna
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing: Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	9754 hours
Manufactured -	1959	Last Airframe Major Overhaul -	September 1992
Acquired Date -	1960 Purchased New	Next Projected Airframe Overhaul 12 year -	2004
Appraised Value -	$90,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1708 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	92 hours
Powerplant Replacement Cost - (1996 data) -	$16,000
Projected Date of Replacement/Overhaul -	Year 1999
Propeller Replacement Year -	2000, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	No
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N7059

Aircraft is Based at Galena
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	9334 hours
Manufactured -	1962	Last Airframe Major Overhaul -	November 1993
Acquired Date -	1963 Purchased New	Next Projected Airframe Overhaul 12 Year -	2005
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1319 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul	481 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2000
Propeller Replacement Year -	2000, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medica. certificate.

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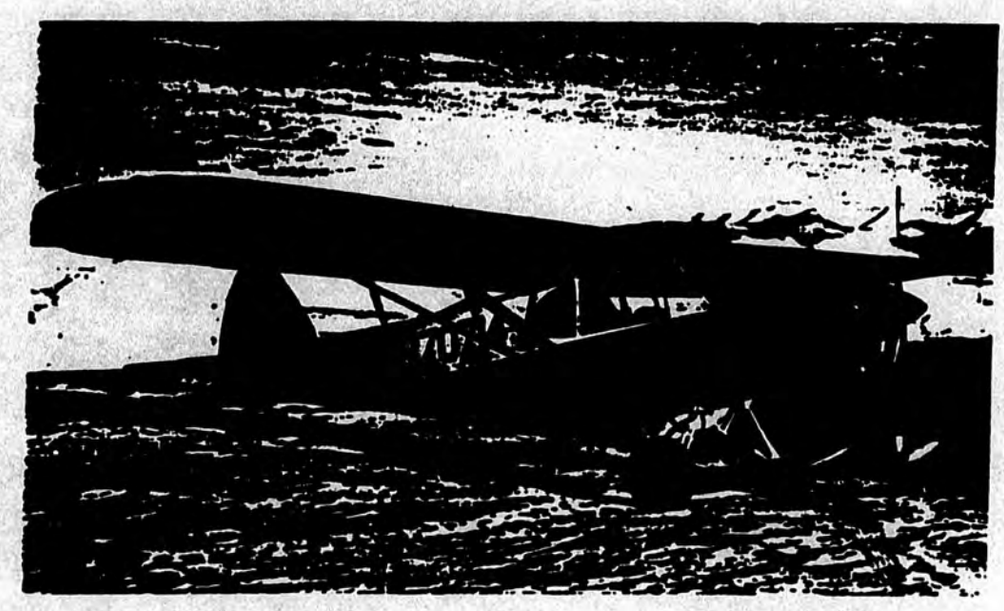

N70714

Aircraft is Based at Kotzebue
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	3560 hours
Manufactured -	1979	Last Airframe Major Overhaul -	April 1995
Acquired Date -	1993 Forfeited to the State	Next Projected Airframe Overhaul 12 year -	2007
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1060 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul	740 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2001

Propeller Replacement Year- 2000, Est. Cost. $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N7085

Aircraft is Based at Palmer/Big Lake
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	10,675 hours
Manufactured -	1964	Last Airframe Major Overhaul -	April 1990
Acquired Date -	1974 Forfeited to the State	Next Projected Airframe Overhaul 12 year -	2002
Appraised Value -	$90,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	575 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1225 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2003
Propeller Replacement Year -	2000, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

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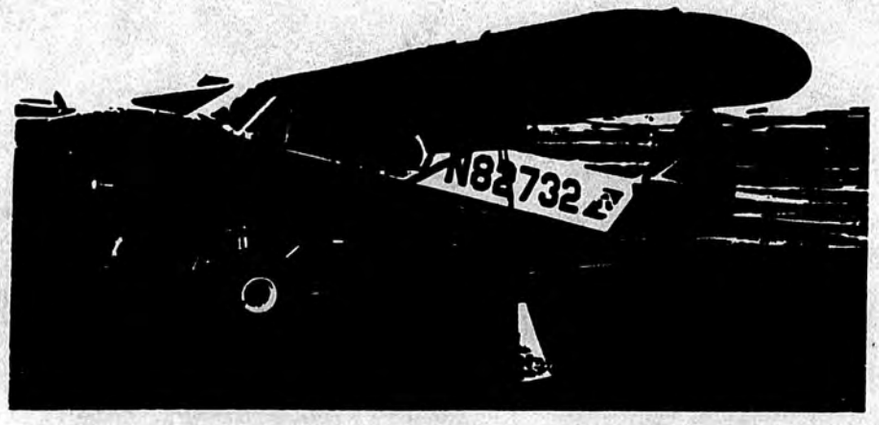

N82732

Aircraft is Based at Anchorage
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	4283 hours
Manufactured -	1977	Last Airframe Major Overhaul -	March 1992
Acquired Date -	1981 Forfeited to the State	Next Projected Airframe Overhaul 12 year -	2004
Appraised Value -	$100.000		

Powerplant -	Lycoming 0-320-B2B 160 horsepower
Powerplant Total Time -	912 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	888 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2002
Propeller Replacement Year -	2002, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater , Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

Revised 4/15/99

DEPARTMENT OF PUBLIC SAFETY



N82735

Aircraft is Based at Bethel
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	5128 hours
Manufactured -	1977	Last Airframe Major Overhaul -	February 1995
Acquired Date -	1977 Purchased New	Next Projected Airframe Overhaul 12 year -	2007
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	597 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1203 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2003

Propeller Replacement Year - 2003, Est. Cost. $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

800-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	Yes (Civil Air Patrol Hanger)		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

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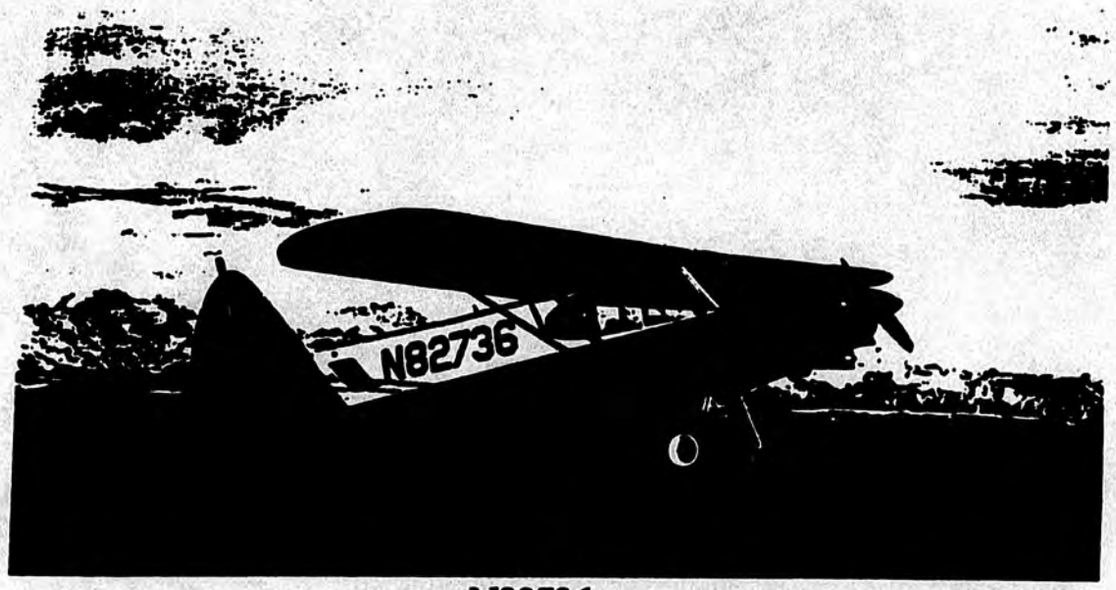


N82736

Aircraft is Based at Palmer
Aircraft Primary Use:

Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	4590 hours
Manufactured -	1977	Last Airframe Major Overhaul -	April 1994
Acquired Date -	1977 Purchased New	Next Projected Airframe Overhaul 12 year -	2006
Appraised Value -	$85,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	790 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1010 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2002
Propeller Replacement Year -	1999, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater , Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	Yes		

Pilot Minimum Experience:

FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N83403

Aircraft is Based at Kodiak
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	4421 hours
Manufactured -	1976	Last Airframe Major Overhaul -	March 1996
Acquired Date -	1981 Forfeited to the State	Next Projected Airframe Overhaul 12 year -	2008
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	1156 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	644 hours
Powerplant Replacement Cost - (1996 data) -	$16,000
Projected Date of Replacement/Overhaul -	Year 2000

Propeller Replacement Year - 2001, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	No
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	No
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

Aircraft Post Support Requirements -

2500-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N88AK

Aircraft is Based at King Salmon
Aircraft Primary Use:

Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing; Search and Rescue.

Aircraft Make/Model -	Piper Cub PA-18-150	Airframe Total Time -	4517 hours
Manufactured -	1965	Last Airframe Major Overhaul -	November 1995
Acquired Date -	1982 Forfeited to the State	Next Projected Airframe Overhaul 12 year -	2007
Appraised Value -	$100,000		

Powerplant -	Lycoming O-320-B2B 160 horsepower
Powerplant Total Time -	512 hours
Powerplant Required Overhaul -	1800 hours
Powerplant Time Remaining to Overhaul -	1288 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2004

Propeller Replacement Year - 2001, Est. Cost $2000

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	EDO 2000 Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Fluidyne 2200 Hydraulic Wheel Ski -	Yes
Police Radio, King KFM 985 -	Yes	Landis 2500 Straight Skis -	Yes
Engine Winter Heater, Tannis -	Yes	Oversize Tundra Tires -	Yes

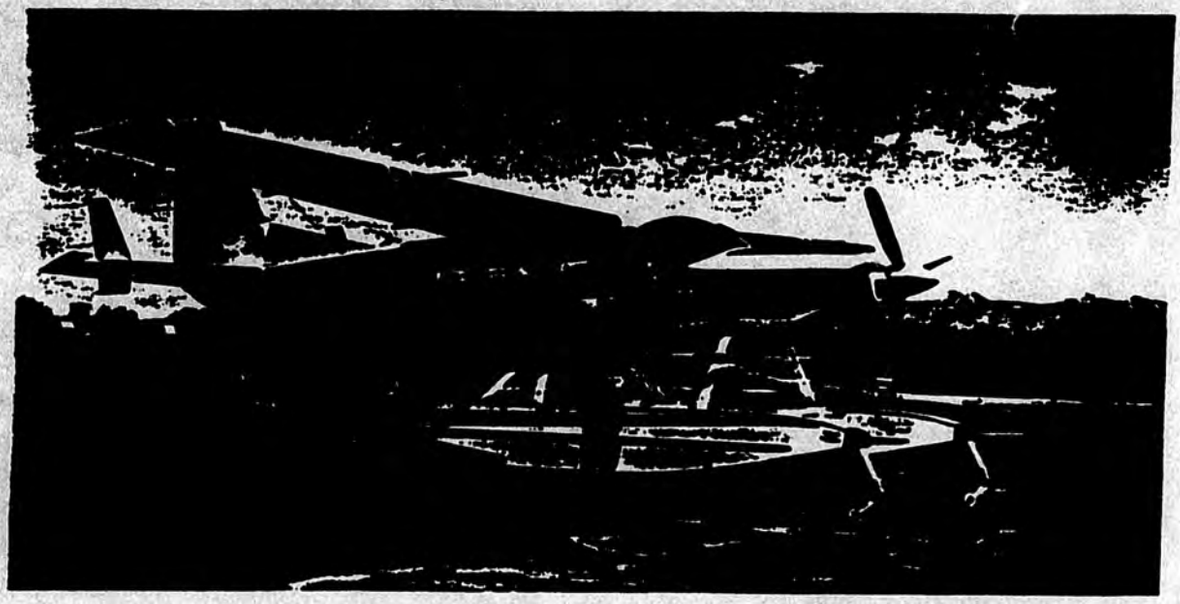
Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:

FAA certificated Private Pilot with Single Engine Land and Sea Ratings, 200 hours flight time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N70715

Aircraft is Based at Anchorage/Cold Bay
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries; Search and Rescue; Alaska State Trooper and Village Public Safety Enforcement.

Aircraft Make/Model -	Cessna 208 Caravan	Airframe Total Time -	4230 hours
Manufactured -	1990	Last Airframe Major Overhaul -	New
Acquired Date -	2/21/97 Purchased (Used)	Next Projected Airframe Overhaul -	As Required
Appraised Value -	$1,410,000		

Powerplant -	Pratt & Whitney PT6A-114A
Powerplant Time (since major overhaul)	310 hours
Powerplant Overhaul Estimated Due -	3500 hours
Powerplant Replacement Cost - (2007 est. cost)	$200,000
Projected Date of Replacement/Overhaul -	Year 2007
Propeller Required 5-Year Overhaul Due -	June 2002, Est. Cost $3400
Propeller Total Time -	398 hours , Overhaul Due -June 2002

Aircraft is equipped with following support equipment:

VHF FM Communication Radio, NPX 138 -	Yes	Wipline 8000 Amphiban Floats -	Yes
Global Position Navigation Radio, Trimble 2000 AP -	Yes	Oversize Tires -	Yes
Police Radio, King KFM 950 -	Yes	Engine Winter Heater, Tannis -	Yes

Aircraft Post Support Requirements -

Wing and Engine Covers -	Yes
Wheel Tie Down -	Yes
Hangar Storage -	No

Pilot Minimum Experience:
FAA Certificated Commercial/Instrument Pilot with Airplane Single Engine Land and Sea Rating, 200 hours of sea time, 100 hours high performance and/or complex time, 1000 hours flight time, 200 hours Alaska time, 100 hours of instrument PIC, 50 hours of night PIC, 25 hours in make/model, second class medical certificate.

Revised 4/15/99

DEPARTMENT OF PUBLIC SAFETY



N145PL

Aircraft is Based at Kodiak
Aircraft Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries; Search and Rescue; Alaska State Trooper and Village Public Safety Enforcement.

Aircraft Make/Model -	Cessna 206	Airframe Total Time -	2148 hours
Manufactured -	1981	Last Airframe Major Overhaul -	1995
Acquired Date -	1995 Purchased (Used)	Next Projected Airframe Overhaul 10 year -	2005
Appraised Value -	$242,000		

Powerplant -	Continental IO-520-F 300 horsepower
Powerplant Total Time -	708 hours
Powerplant Overhaul Estimated Due -	1500 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2001
Propeller Required 5-Year Overhaul Due -	Oct. 2001, Est. Cost $1500
Propeller Total Time -	329 hours , Overhaul Due - 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KX 155 -	Yes	Wipline 4000 Amphiban Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Oversize Tundra Tires -	No
Police Radio, King KFM 985 -	Yes	Engine Winter Heater, Tannis -	Yes

Aircraft Post Support Requirements -

Wing and Engine Covers -	Yes
Wheel Tie Down -	Yes
Hangar Storage -	Yes

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

Revised 4/15/99

DEPARTMENT OF PUBLIC SAFETY



N20786

Aircraft is Based at Cordova
Aircraft Primary Use:
Fish and Wildlife Enforcement of Sport Hunting, Sport and Commercial Fisheries, Subsistence; Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue.

Aircraft Make/Model -	Cessna 185F	Airframe Total Time -	4135 hours
Manufactured -	1976	Last Airframe Major Overhaul -	1999
Acquired Date -	1982 Forfeited to the State	Next Projected Airframe Overhaul 14 year -	2013
Appraised Value -	$179,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total Time -	0 hours
Powerplant Overhaul Estimated Due -	1600 hours
Powerplant Time Remaining to Overhaul -	1600 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement / Overhaul -	Year 2008
Propeller 5-Year Overhaul, Due -	Nov 2002
Propeller Total Time -	314 hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KX 175 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	Yes
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

220-gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time. 350 hours flight time, 200 hours Alaska time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N4994F

Aircraft is Based at Bethel
Aircraft Primary Use:
Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue

Aircraft Make/Model -	Cessna U206B	Airframe Total Time -	1961 hours
Manufactured -	1964	Last Airframe Major Overhaul -	1967
Acquired Date -	1998 (Transfer from US Marshalls)	Next Projected Airframe Overhaul 10 year -	As needed
Appraised Value -	$138,000		

Powerplant -	Continental IO-520-F 300 horsepower
Powerplant Total Time -	362 hours
Powerplant Overhaul Estimated Due -	1700 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2005
Propeller Required 5-Year Overhaul Due -	Oct. 2005, Est. Cost $1500
Propeller Total Time -	362 hours , Overhaul Due - 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KX 155 -	Yes	Wipline 4000 Amphiban Floats -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Oversize Tundra Tires -	No
Police Radio, King KFM 985 -	Yes	Engine Winter Heater, Tannis -	Yes

Aircraft Post Support Requirements -

Wing and Engine Covers -	Yes
Wheel Tie Down -	Yes
Hangar Storage -	No

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N5217U

Aircraft is Based at Kotzebue
Aircraft Primary Use:
Alaska State Trooper and Village Public Safety Enforcement: Search and Rescue

Aircraft Make/Model -	Cessna 206	Airframe Total Time -	3500 hours
Manufactured -	1964	Last Airframe Major Overhaul -	1964
Acquired Date -	1998 (Transfer from US Marshalls)	Next Projected Airframe Overhaul 10 year -	As needed
Appraised Value -	$138,000		

Powerplant -	Continental IO-520-F 300 horsepower
Powerplant Total Time -	10 hours
Powerplant Overhaul Estimated Due -	1700 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2005
Propeller Required 5-Year Overhaul Due -	Oct. 2005, Est. Cost $1500
Propeller Total Time -	10 hours , Overhaul Due - 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio, King KX 155 -	Yes	Wipline 4000 Amphiban Floats -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Oversize Tundra Tires -	No
Police Radio, King KFM 985 -	Yes	Engine Winter Heater, Tannis -	Yes

Aircraft Post Support Requirements -

Wing and Engine Covers -	Yes
Wheel Tie Down -	Yes
Hangar Storage -	No

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

Revised 4/15/99

DEPARTMENT OF PUBLIC SAFETY



N6476H

Aircraft is Based at Bethel
Aircraft Primary Use:
Alaska State Trooper and Village Public Safety Enforcement, Search and Rescue.

Aircraft Make/Model -	Cessna 207	Airframe Total Time -	5684 hours
Manufactured -	1979	Last Airframe Major Overhaul -	Original
Acquired Date -	1979 Purchased New	Next Projected Airframe Overhaul 20 year -	2000
Appraised Value -	$151,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total Time -	841 hours
Powerplant Required Overhaul -	1700 hours
Powerplant Time Remaining to Overhaul -	859 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacemen/ Overhaul -	Year 2005
Propeller 5-Year Overhaul Due -	2005,
Propeller Total Time -	0 hours, New 4/99, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KX 175 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	No
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

1000-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	No
Hangar Storage -	Yes		

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

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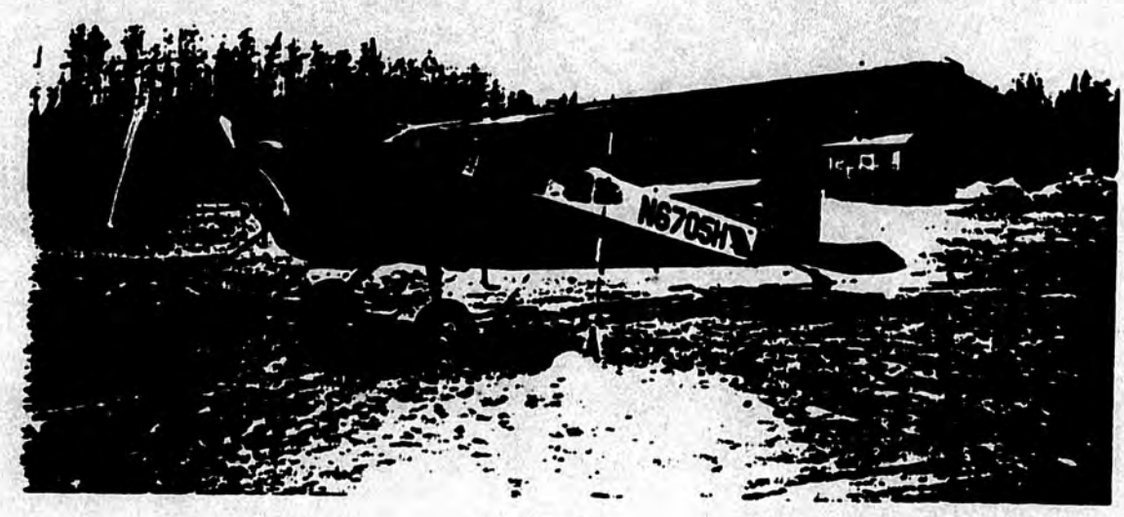

N6705H

Aircraft is Based at Anchorage
Aircraft Primary Use:
Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue;
Secondary Use - Fish and Wildlife Enforcement of Sport Hunting, Sport and Commercial Fisheries.

Aircraft Make/Model -	Cessna 185F	Airframe Total Time -	3880 hours
Manufactured -	1976	Last Airframe Major Overhaul -	1994
Acquired Date -	1990	Next Projected Airframe Overhaul 18 year -	2012
Appraised Value -	$179,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total Time -	518 hours
Powerplant Required Overhaul -	1700 hours
Powerplant Time Remaining to Overhaul -	1182 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2005
Propeller 5-Year Overhaul Due -	August 2002
Propeller Total Time -	800 hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KY 197 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	No
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

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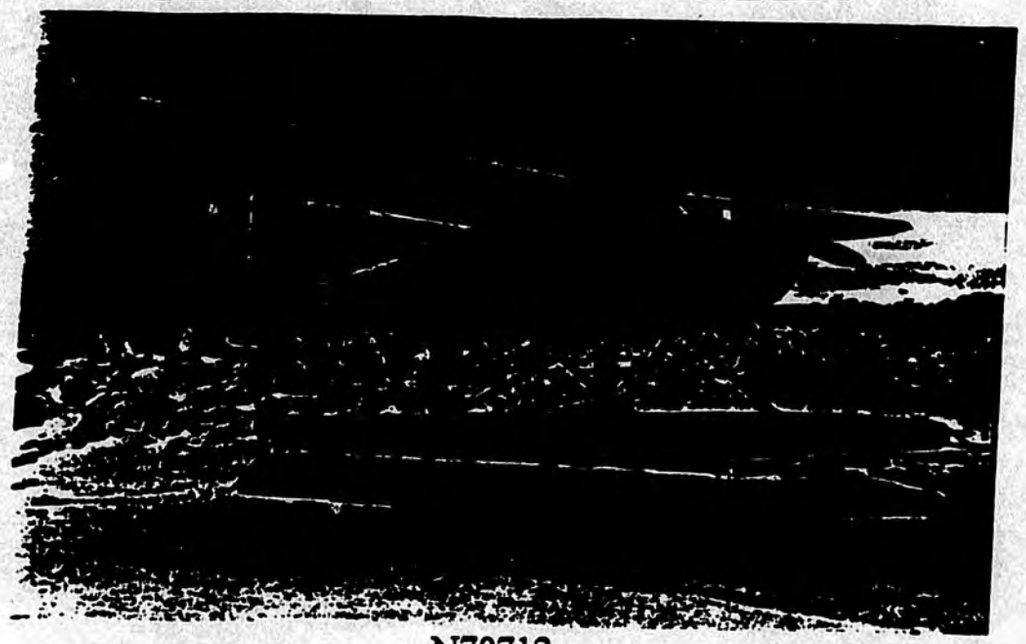

N70712

Aircraft is Based at McGrath
Aircraft Primary Use:
Fish and Wildlife Enforcement of Sport Hunting, Sport and Commercial Fisheries, Subsistence; Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue.

Aircraft Make/Model -	Cessna 185F	Airframe Total Time -	3501 hours
Manufactured -	1976	Last Airframe Major Overhaul -	1985
Acquired Date -	1985 Forfeited to the State	Next Projected Airframe Overhaul 12 year -	2000
Appraised Value -	$179,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total time -	352 hours
Powerplant Estimated Overhaul Due -	1500 hours
Powerplant Time Remaining to Overhaul -	1148 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2002
Propeller 5-Year Overhaul Due -	June 2001
Propeller Total Time -	400 hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KY 175 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	Yes
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

110-gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

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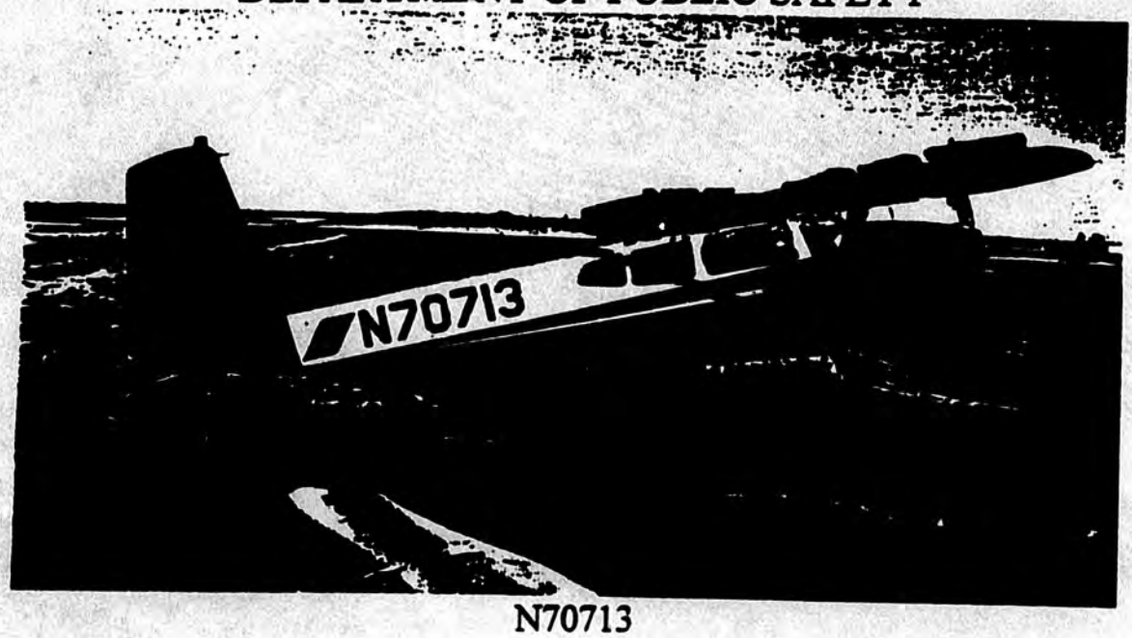

N70713

Aircraft is Based at King Salmon
Aircraft Primary Use:

Fish and Wildlife Enforcement of Sport Hunting, Sport and Commercial Fisheries, Subsistence; Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue.

Aircraft Make/Model -	Cessna 185E	Airframe Total Time -	5607 hours
Manufactured -	1971	Last Airframe Major Overhaul -	1995
Acquired Date -	1992 Forfeited to the State	Next Projected Airframe Overhaul 18 year -	2013
Appraised Value -	$179,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total Time -	707 hours
Powerplant Overhaul Estimated Due -	1400 hours
Powerplant Time Remaining To Overhaul -	693 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2000
Propeller 5-Year Overhaul Due -	Nov 1999, Due New Blades, Est. Cost $6500
Propeller Total Time -	707 hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KY 197 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	No
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

1000-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:

FAA Certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and comple time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

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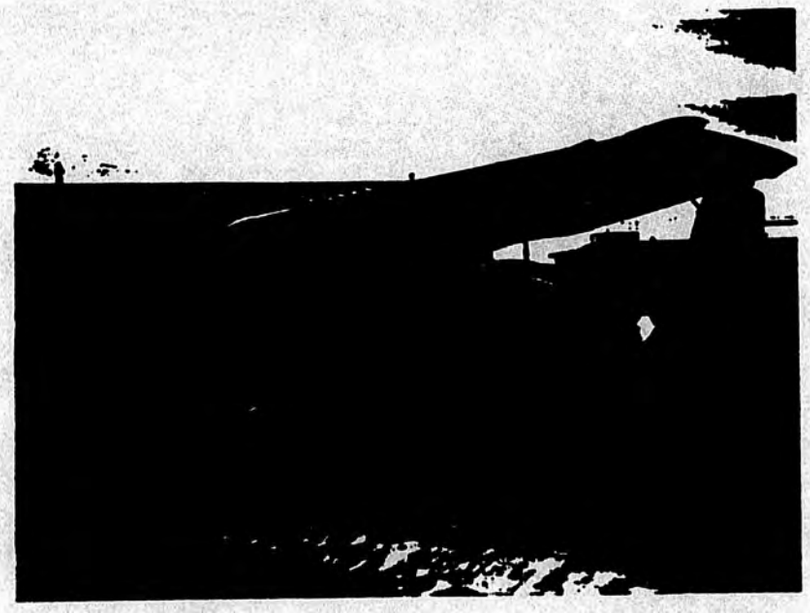

N714NK

Aircraft is Based at Anchorage
Aircraft Primary Use -
Fish and Wildlife Protection hunting and fishing enforcement; Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue.

Aircraft Make/Model -	Cessna 185F	Airframe Total Time -	2493 hours
Manufactured -	1983	Last Airframe Major Overhaul -	Original
Acquired Date -	1984 Purchased New	Next Projected Airframe Overhaul 20 year -	2003
Appraised Value -	$179,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total Time -	1376 hours
Powerplant Required Overhaul -	1700 hours
Powerplant Time Remaining to Overhaul -	324 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 1999

Propeller 5-Year Overhaul Due -	July 1999, Due New Blades, Est. Cost $6500
Propeller Total Time -	489 Hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KX 175 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	No
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	N/A
Hangar Storage -	No		

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N7326S

Aircraft is Based at Aniak
Aircraft Primary Use:
Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue.

Aircraft Make/Model -	Cessna 182P	Airframe Total Time -	1545 hours
Manufactured -	1976	Last Airframe Major Overhaul -	1976
Acquired Date -	1998 Purchased Used	Next Projected Airframe Overhaul 12 year -	As need
Appraised Value -	$123,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total time -	100
Powerplant Estimated Overhaul Due -	1700
Powerplant Time Remaining to Overhaul -	1600
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2008

Propeller 5-Year Overhaul Due -	Sept 2003
Propeller Total Time -	100 hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KY 155 -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes
Police Radio, King KFM 985 -	Yes
Engine Winter Heater, Tannis -	Yes

Aircraft Post Support Requirements :

110-gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes		
Hangar Storage -	No		

Pilot Minimum Experience:
FAA certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time
350 hours flight time, 200 hours Alaska time, second class medical certificate.

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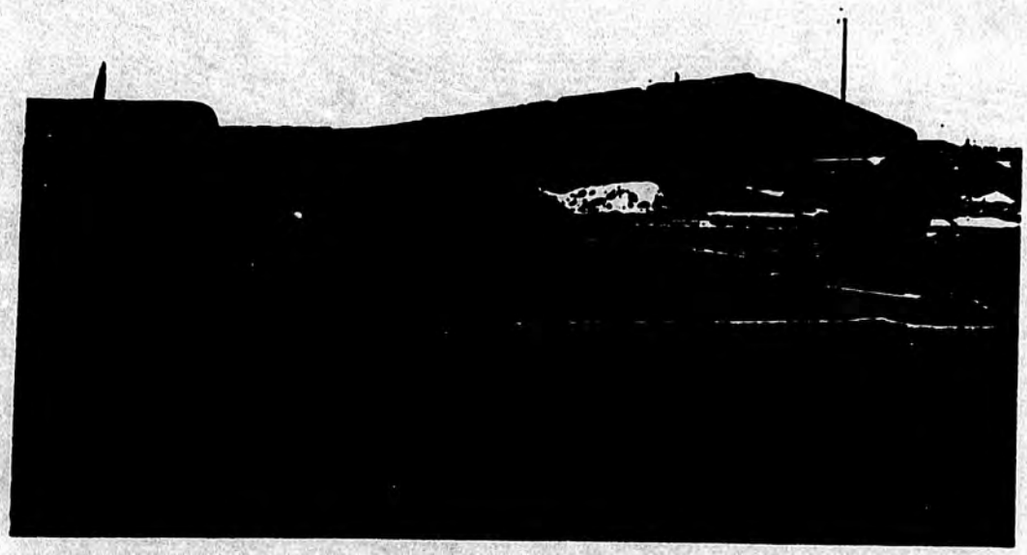

N739SG

Aircraft is Based at Anchorage
Aircraft Primary Use:
Alaska State Trooper, Village Public Safety Enforcement, Search and Rescue, Pilot Recurrent Proficiency Training.

Aircraft Make/Model -	Cessna 172	Airframe Total Time -	2951 hours
Manufactured -	1978	Last Airframe Major Overhaul -	1994
Acquired Date -	1990 Forfeited to the State	Next Projected Airframe Overhaul 18 year -	2012
Appraised Value -	$51,000		

Powerplant -	O-320-D 160 horsepower
Powerplant Total Time -	1158 hours
Powerplant Required Overhaul -	2000 hours
Powerplant Time Remaining to Overhaul -	842 hours
Powerplant Replacement Cost - (1996 data)	$16,800
Projected Date of Replacement/Overhaul -	Year 2004

Propeller Replacement Estimated Year - 2002 Estimated Cost $2200

Aircraft is equipped with following support equipment:

VHF Communication Radio KX 155 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	No
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

220-Gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	No
Hangar Storage -	No		

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land Rating, 200 hours flight time, 200 hours Alaska time, second class medical certificate.

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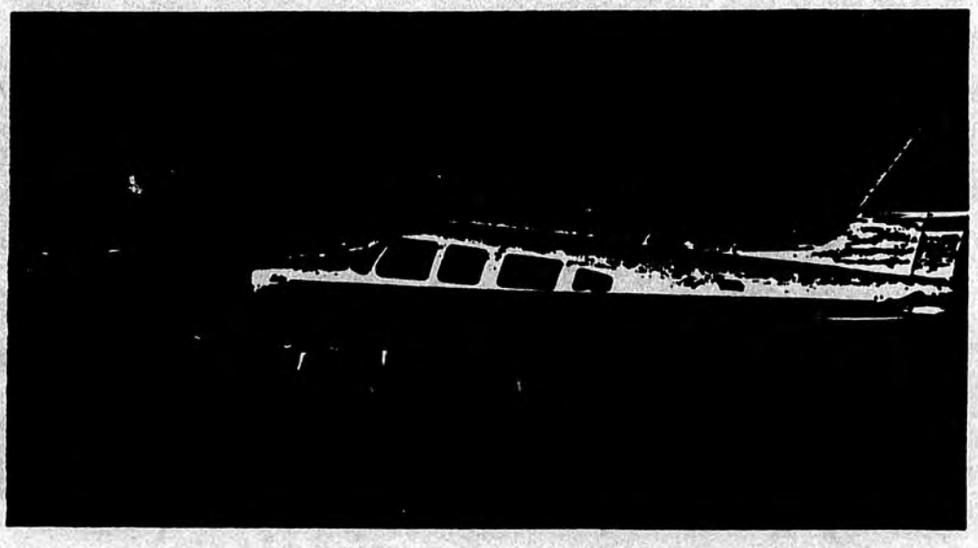

N9084J

Aircraft is Based at King Salmon.
Aircraft Primary Use:
Alaska State Trooper and Village Police Enforcement; Search and Rescue.

Aircraft Make/Model -	Piper Saratoga PA-32-301	Airframe Total Time -	4234 hours
Manufactured -	1985	Last Airframe Major Overhaul -	1995
Acquired Date -	Purchased Used 1995	Next Projected Airframe Overhaul 20-Year -	2015
Appraised Value -	$152,500		

Powerplant -	Lycoming IO-540K 300 horsepower
Powerplant Total Time -	1656 hours
Powerplant Required Overhaul Due -	2000 hours
Powerplant Time Remaining to Required Overhaul -	344 hours
Projected Powerplant Overhaul Year 1999	$18,000 Estimated Cost
Propeller Required 5-Year Overhaul Due -	Oct 2001, Estimated Cost $1500

Aircraft is equipped with following support equipment:

VHF Communication Radio - KY 197 -	Yes	Oversize Tundra Tires -	Yes
Global Position Navigation Radio - Trimble 2000	Yes	Engine Winter Heater, Tannis	Yes
Police Radio, King KFM 985 -	Yes		

Aircraft Post Support Requirements -

Wing and Engine Covers -	Yes	Wheel Tie Down -	Yes
Hangar Storage -	Yes		

Pilot Minimum Experience:
FAA certificated Private Pilot with Single Engine Land Rating, high performance and complex time, 350 hours flight time, second class medical.

DEPARTMENT OF PUBLIC SAFETY



N9452N

Aircraft is Based at Anchorage
Aircraft Primary Use:
Fish and Wildlife Enforcement of Sport Hunting, Sport and Commercial Fisheries, Subsistence; Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue.

Aircraft Make/Model -	Cessna 185F	Airframe Total Time -	3930 hours
Manufactured -	1982	Last Airframe Major Overhaul -	Original
Acquired Date -	1982 Purchased New	Next Projected Airframe Overhaul 18 year -	2000
Appraised Value -	$179,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total Time -	1128 hours
Powerplant Required Overhaul -	1500 hours
Powerplant Time Remaining to Overhaul -	372 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 1999
Propeller 5-Year Overhaul Due -	1999, Due New Blades, Est. Cost $6500
Propeller Total Time -	978 hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KX 175 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	Yes
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

220-gallon Bulk Fuel Support Tank -	No	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	No		

Pilot Minimum Experience:
FAA Certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex time, 350 hours flight time, 200 hours Alaska time, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N9380N

Aircraft is Based at Fairbanks
Aircraft Primary Use:
Fish and Wildlife Enforcement of Sport Hunting, Sport and Commercial Fisheries, Subsistence; Alaska State Trooper and Village Public Safety Enforcement; Search and Rescue.

Aircraft Make/Model -	Cessna 185F	Airframe Total Time -	2839 hours
Manufactured -	1982	Last Airframe Major Overhaul -	Original
Acquired Date -	1982 Purchased New	Next Projected Airframe Overhaul 18 year -	2000
Appraised Value -	$179,000		

Powerplant -	Continental IO-520 300 horsepower
Powerplant Total Time -	463 hours
Powerplant Estimated Overhaul Due -	1500 hours
Powerplant Time Remaining to Overhaul -	1037 hours
Powerplant Replacement Cost - (1996 data)	$17,800
Projected Date of Replacement/Overhaul -	Year 2001
Propeller 5-Year Overhaul Due -	June 2000, Due New Blades, Est. Cost $6500
Propeller Total Time -	152 hours, Due Overhaul at 1700 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio KX 175 -	Yes	Fluidyne 3600 Hydraulic Wheel Ski -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	EDO 3430 Floats -	Yes
Police Radio, King KFM 985 -	Yes	Oversize Tundra Tires -	Yes
Engine Winter Heater, Tannis -	Yes		

Aircraft Post Support Requirements :

220-Gallon Bulk Fuel Support Tank -	Yes	Wheel Tie Down -	Yes
Wing and Engine Covers -	Yes	Float Tie Down and Docking -	Yes
Hangar Storage -	Yes		

Pilot Minimum Experience:
FAA certificated Private Pilot with Airplane Single Engine Land and Sea Rating, high performance and complex tim
350 hours flight time, 200 hours Alaska time, second class medical certificate.

Revised 4/15/99

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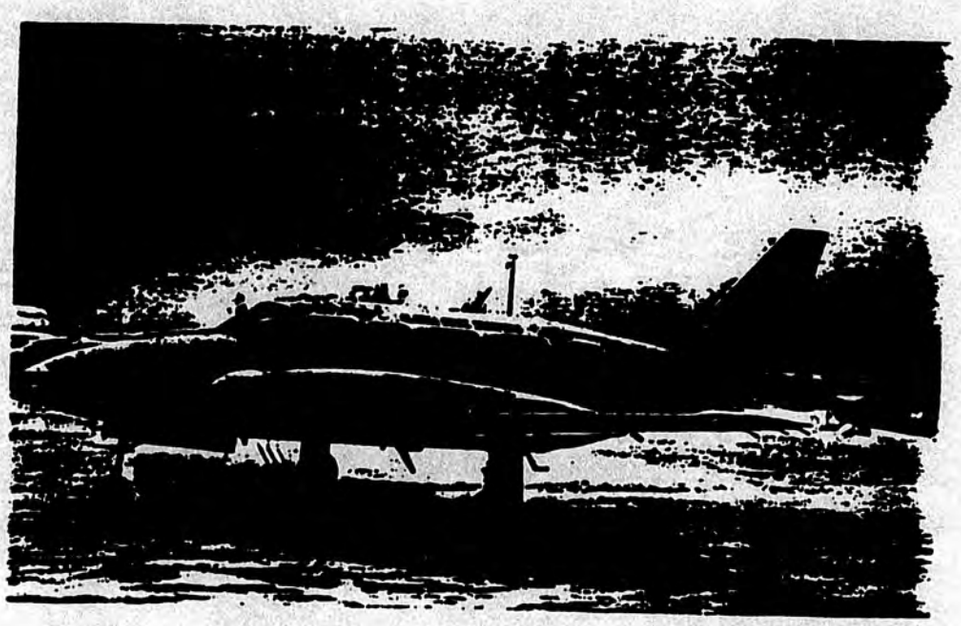


N4106A

Aircraft is Based at Fairbanks
Aircraft Primary Use:

Village Public Safety Officer Enforcement, Alaska State Trooper Transport, Search and Rescue, SERT Team Deployment, Prisoner Transport.

Aircraft Make/Model -	Piper PA-31-350 Chieftain, Twin-Engine Non-Pressurized, 9 Passenger, IFR All-Weather Model.		
Manufactured -	1983	Airframe Total Time -	3073 hours
Acquired Date -	1992 Purchased used	Last Airframe Major Overhaul -	Original
Appraised Value -	$332,000.	Next Projected Airframe Overhaul 2 year -	2000

Powerplants -	2 Lycoming TIO-540-J2BDM 350 horsepower each
Powerplants Time Since Overhaul -	#1- 1452hours, #2- 1452 hours
Powerplants Time Remaining to Overhaul -	348 hours
Powerplants Required Overhaul -	1800 hours
Powerplant Overhaul Cost Estimate- (1996 data)	$37,000 ea. = $74,000
Projected Date of Replacement/Overhaul -	Year 2000

Propellers 5-Year Overhaul Due -	December 2001, Est. $2500 ea. = $5500
Propeller Total Time -	496 Due Overhaul 1800 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio -	Yes	Police Radio, King KFM 985 -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Microwave Landing System -	Yes

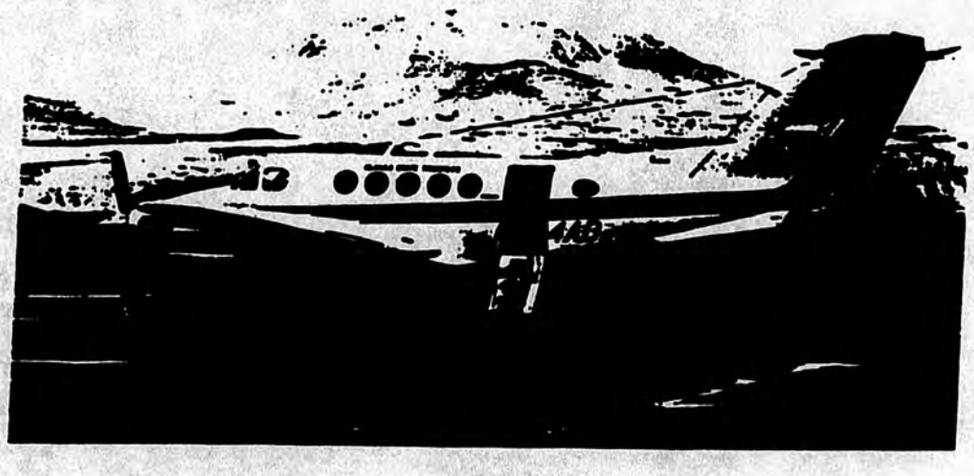
Aircraft Post Support Requirements :

Engine Winter Heater, Tannis -	Yes	Hangar Storage -	Yes
Wing and Engine Covers -	Yes		

Pilot Minimum Experience:

FAA certificated Commercial Pilot with Multi-Engine and Instrument Rating, 1000 hours flight time, 200 hours Alaska time, 25 hours multi-engine time, 100 hours instrument time, 50 hours night-time, and second class medical.

DEPARTMENT OF PUBLIC SAFETY



N444AD

Aircraft is Based at Anchorage
Aircraft Primary Use:
Fish and Wildlife Commercial Fisheries Enforcement; Search and Rescue; SERT Team Deployment; Prisoner Transport.

Aircraft Make/Model -	Beechcraft King Air 200, Twin-Engine Pressurized, 9 Passenger, IFR All-Weather Model.		
Manufactured -	1980		
Acquired Date -	1992 Purchased Used	Last Airframe Major Overhaul -	May 1992
Appraised Value -	$1,825,000	Airframe Total Time -	8165 hours.
		Next Projected Airframe Overhaul 15 year -	2007

Powerplants -	2 Pratt & Whitney PT6A-41 850 horsepower each
Powerplants Time Since Overhaul -	2585 hours, Time Remaining: 415 Hours
Powerplants Overhaul:	3000 hours
Powerplants Installed -	January 1993
Powerplant Overhaul Cost Estimate- (1996 data)	$150,000 ea. = $300,000
Projected Date of Replacement/Overhaul -	May-June 1999
Powerplants Hot Section Inspection/Repair each 1500 hours	$20,000 ea. = $40,000
Powerplants Hot Section Due -	3000 hours or Year 1999
Propellers 5-Year Overhaul Due -	2003, Est. $3500 ea. = $7000

Aircraft is equipped with following support equipment:

FLIR - Thermal-Imaging and Video VHS Camera with recording system -			Yes
Police Radio, NAT 138 -	Yes	VHF Communication Radio -	Yes
Global Position Navigation Radio -	Yes	Microwave Landing System -	Yes

Aircraft Post Support Requirements :

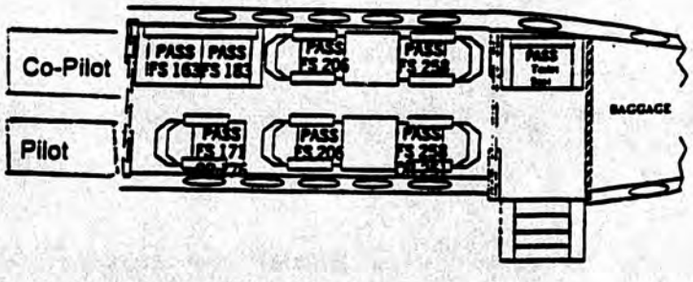
Engine Winter Heater , Tannis -	Yes	Hangar Storage -	Yes (Anchorage Only)
Wing and Engine Covers -	Yes	550-gallon Bulk Fuel Support Tank -	Yes (St. Paul)

Pilot Minimum Experience:
FAA certificated Commercial Pilot with Multi-Engine and Instrument Rating, Airline Transport Pilot (ATP) Rati
3000 hours flight time, 1000 hours Alaska time, 1000 hours multi-engine, 500 hours actual instrument, 200 hours night-time, and second class medical

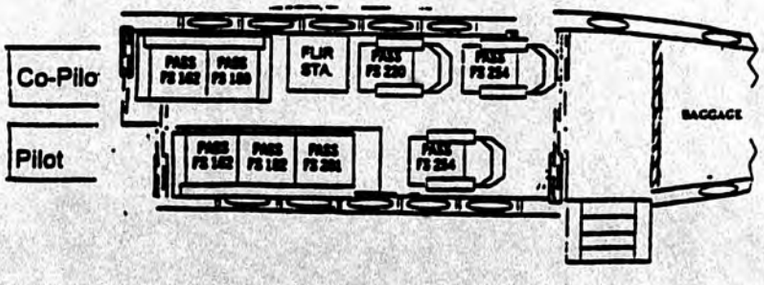
King Air 200

The State of Alaska, Department of Public Safety, Fish and Wildlife Protection Division, operates a Beech King Air 200 for search and rescue missions, fisheries enforcement patrols, prisoner transports, and other logistical support as needed throughout Alaska.

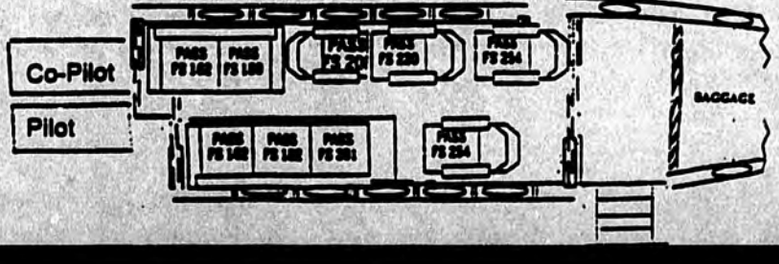
Call Sign:	N444AD
Patrol Endurance:	Low Altitude – 4.0 to 4.5 hours High Altitude – 5.5 hours
Maximum Range:	Approximately 1000 nautical miles
Altitudes:	Normal Overwater Patrol – 200 to 2000 feet Maximum Altitude - 35,000 feet
Speeds:	Maximum – 250 knots
Capability:	Direction Finding Receiver to locate ELT signals (Frequency 121.5) Dual GPS (Global Positioning System) Forward Looking Infra Red (FLIR) Camera * Color TV Camera * *Used to document evidence of violations and for search and rescue
Crew:	Minimum is 2 pilots and 1 camera operator during patrols and search and rescue operations. Minimum is 2 pilots for prisoner transports and other logistics flights.



Original King Air
Configuration
For Passenger Compartment

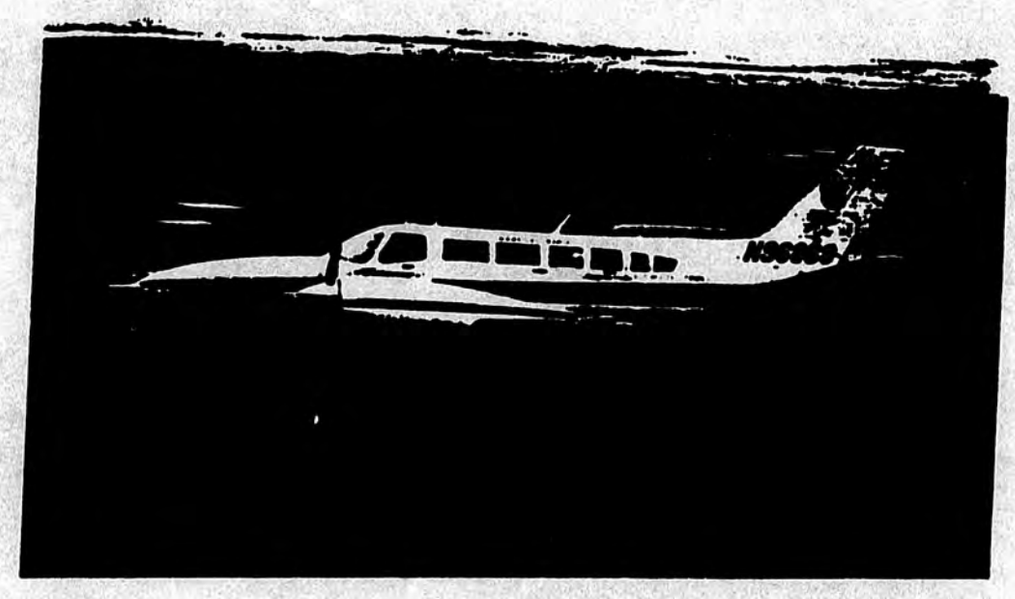


Current Configuration
With FLIR Station Installed



Configuration with
FLIR Station Removed and
Aft-Facing Seat Installed

DEPARTMENT OF PUBLIC SAFETY



N96869

Aircraft is Based at Anchorage
Aircraft Primary Use:
Village Public Safety Officer Enforcement, Alaska State Trooper Transport, Search and Rescue, SERT Team Deployment, Prisoner Transport.

Aircraft Make/Model -	Cessna 404 Titan, Twin-Engine Non-pressurized, 9 Passenger, IFR All-Weather Model.		
Manufactured -	1979		
Acquired Date -	1995 Federal DEA Transfer		
Appraised Value -	$315,000	Airframe Total Time -	7083 hours
Last Airframe Major Overhaul - Original		Next Projected Airframe Overhaul -	As Needed

Powerplants -	2 Continental GTSIO-520-M 375 horsepower
Powerplants Time Since Overhaul -	#1-818, #2-718 hours
Powerplants Required Overhaul -	1600 hours
Projected Date of Replacement/Overhaul -	Year 2001
Powerplant Overhaul Cost Estimate- (1996 data)	$37,000 ea. = $74,000
Propellers 5-Year Overhaul Due -	February 2001, Est. $2500 ea. = $5500
Propellers Total Time -	718 hours Due Overhaul at 1600 hours

Aircraft is equipped with following support equipment:

VHF Communication Radio -	Yes	Microwave Landing System -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Police Radio, King KFM 985 -	Yes

Aircraft Post Support Requirements :

Engine Winter Heater , Tannis-	Yes	Hangar Storage -	No
Wing and Engine Covers -	Yes		

Pilot Minimum Experience:
FAA certificated Commercial Pilot with Multi-Engine and Instrument Rating, 1000 hours flight time, 200 hours Alaska time, 25 hours multi-engine time, 100 hours instrument time, 50 hours night-time, and second class medical.

DEPARTMENT OF PUBLIC SAFETY



N70711

Helicopter is Based at Fairbanks
Helicopter Primary Use:

Alaska State Trooper Search and Rescue, SERT Team Deployment, Village Public Safety Enforcement, Secondary Use for Fish and Wildlife Enforcement.

Aircraft Make/Model -	Bell Helicopter 206B	Airframe Total Time -	14,175 hours
Manufactured -	1974	Main Transmission Hours to Overhaul -	0 hours
Acquired Date -	1992 Purchased Used	Transmission Overhaul Year -	1999
Appraised Value -	$550,000	Hours Remaining to Main Rotor Head Overhaul -	625 hours
		Next Projected Main Rotor Overhaul Due Year-	2000 Est. Cost $12,000

Powerplant -	Allision 250-C20 420 horsepower Turboshaft engine
Powerplant Total Time -	12,808 hours
Powerplant Power Turbine Hours Remaining to Overhaul -	1298 hours
Projected Power Turbine Overhaul Due -	2002, Est. Cost $54,000

Helicopter is equipped with following support equipment:

VHF Communication Radio KY 196 -	Yes	Floats, Pop Out -	No
Global Position Navigation Radio, Trimble 2000 -	Yes	Litter Capabilities for 2 Patients -	Yes
Police Radio, Wulfsburg 9600 -	Yes	Night Sun Lights -	Yes
FLIR Thermal-Imaging Camera-	Yes		

Aircraft Post Support Requirements :

Hangar Storage -	Yes
500-Gallon Bulk Fuel Support Tank -	Yes

Pilot Minimum Experience:

FAA certified Commercial Pilot with Rotorcraft-Helicopter Rating, 1000 hours flight time, 200 hour Bell 206B, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N206MP

Helicopter is Based at Anchorage
Helicopter Primary Use:
Alaska State Trooper Search and Rescue, SERT Team Deployment, Village Public Safety Enforcement. Secondary Use includes Fish and Wildlife Enforcement.

Helicopter Make/Model -	Bell Helicopter 206L-3	Airframe Total Time -	4,176 hours
Manufactured -	1982	Main Transmisson Hours to Overhaul -	3350 hours
Acquired Date -	1998 Purchased Used	Projected Transmission Overhaul Year -	2006, Est. $25,000
Appraised Value -	$600,000	Hours Remaining to Main Rotor Head Overhaul -	1835 hours
		Next Projected Main Rotor Overhaul Due Year -	2003 Est. $6,000

Powerplant -	Allision 250-C30 Turboshaft engine
Powerplant Total Time -	4,148 hours
Powerplant Power Turbine Hours Remaining to Overhaul -	200 hours
Projected Power Turbine Overhaul Due Year-	1999, Est. Cost $58,000

Helicopter is equipped with following support equipment:

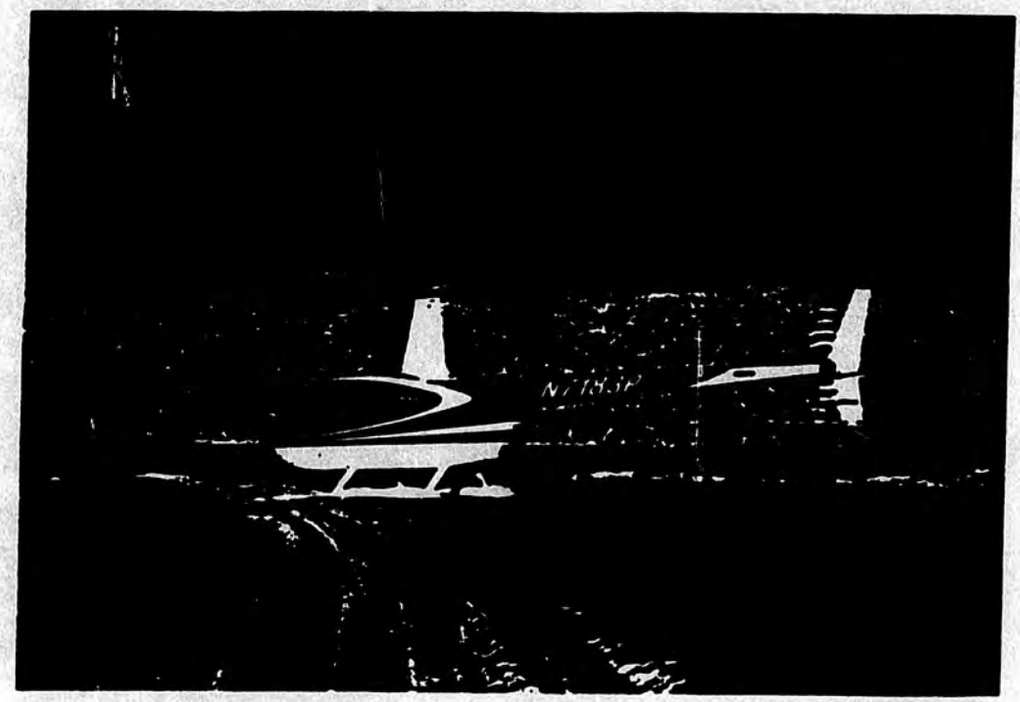
VHF Communication Radios -	Yes	Floats, Pop Out -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Litter Capabilities for 2 Patients -	Yes
Police Radio, Wulfsburg Flexcom -	Yes	Night Sun Lights -	Yes
FLIR Thermal-Imaging Camera -	Yes	Cargo Hook -	Yes
Public Address (PA) System -	Yes		

Aircraft Post Support Requirements :

Hangar Storage -	Yes
220-Gallon Bulk Fuel Support Tank -	Yes

Pilot Minimum Experience:
FAA certified Commercial Pilot with Rotorcraft-Helicopter rating, 1000 hours flight time, 200 hours Bell 206B, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N7183P

Helicopter is Based at Anchorage
Helicopter Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing, Search and Rescue.

Helicopter Make/Model -	Robinson R-44 Clipper	Airframe Total Time -	93 hours
Manufactured -	1998	Last Airframe Major Overhaul -	New
Acquired Date -	New 1998	Next Projected Airframe Overhaul at 2000 hours -	Year 2004
Appraised Value -	$311,000	Hours Remaining to Required Overhaul -	1907 hours
		Factory Overhaul Cost -	Estimated $160,000

Powerplant -	Lycoming 260 horsepower
Powerplant Total Time -	93 hours
Powerplant Time Remaining to Overhaul -	1907 hours
Powerplant Replacement Due -	2000 hours
Powerplant Replacement Cost - (1996 data)	$25,000
Projected Date of Replacement/Overhaul -	Year 2004

Helicopter is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	Mariner Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Tundra Pads -	Yes
Police Radio, King KFM 985 -	Yes		

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	No	Hangar Storage -	No
Rotor and Engine Covers -	Yes		

Pilot Minimum Experience:
FAA certificated Commercial Pilot with Rotorcraft-Helicopters, 1000 hours flight time, 200 hours in R-44, second class medical certificate.

DEPARTMENT OF PUBLIC SAFETY



N8324U

Helicopter is Based at Aniak
Helicopter Primary Use:
Fish and Wildlife Enforcement of Hunting, Sport Fisheries, Commercial Fisheries, Subsistence Hunting and Fishing, Search and Rescue.

Helicopter Make/Model -	Robinson R-22 Mariner	Airframe Total Time -	1117 hours
Manufactured -	1995	Last Airframe Major Overhaul -	New
Acquired Date -	New 1995	Next Projected Airframe Overhaul at 2000 hours -	Year 2000
Appraised Value -	$139,500	Hours Remaining to Required Overhaul -	883 hours
		Factory Overhaul Cost -	Estimated $80,000

Powerplant -	Lycoming 160 horsepower
Powerplant Total Time -	407 hours
Powerplant Time Remaining to Overhaul -	1117 hours
Powerplant Replacement Due -	2000 hours
Powerplant Replacement Cost - (1996 data)	$16,000
Projected Date of Replacement/Overhaul -	Year 2000

Helicopter is equipped with following support equipment:

VHF Communication Radio, King KY 197 -	Yes	Mariner Floats -	Yes
Global Position Navigation Radio, Trimble 2000 -	Yes	Tundra Pads -	Yes
Police Radio, King KFM 985 -	Yes		

Aircraft Post Support Requirements -

220-Gallon Bulk Fuel Support Tank -	Yes	Hangar Storage -	No
Rotor and Engine Covers -	Yes		

Pilot Minimum Experience:
FAA certificated Commercial Pilot with Rotorcraft-Helicopters, 1000 hours flight time, 100 hours in R-22, second class medical certificate.

Department of Public Safety

Privatization Issues

Attachment #2

FY1999 and FY2000 Governor's Budget Items
That Were Not Funded by the Legislature

Department of Public Safety
Items in Governor's Budget not funded by Legislature
Attachment # 2 in Privatization Analysis Package
All Funds

FY1999 Capital Budget	
FWP Equipment	($75.0)
APSIN Data Communications	($150.0)
APSIN Redesign & Implementation	($300.0)
APSIN NCIC 2000 Analysis & Design	($150.0)
Academy Expansion	($1.0)
	($676.0)

FY1999 Operating Budget	
FWP Enforcement & ISU Funding for 4 Troopers	($312.0)
AST Rural Trooper Housing	($5.0)
Detachments Funding for 22 Troopers	($1,432.5)
VPSO Contracts Partial Funding for Salaries, 5 VPSOs	($428.2)
CDVSA Position and Shelters	($165.0)
Laboratory Services DNA/Toxicology Request	($138.5)
APSIN Smartstart Increment	($181.2)
AK Criminal Records & ID WIN and Background Check Fees	($51.6)
Unallocated Reduction (Allocated to Laboratory Services)	($105.0)
	($2,819.0)

FY2000 Capital Budget	
DPS Aircraft & Vessel Repair & Maintenance	($25.0)
AST Law Enforcement Equipment	($175.0)
	($200.0)

FY2000 Operating Budget	
FWP Enforcement & ISU	($131.7)
AST Detachments	($78.3)
VPSO Contracts 5% Salary Increase	($242.5)
Alaska Police Standards Council	($128.4)
Council on Domestic Violence & Sexual Assault	($197.6)
Commissioner's Office	($22.3)
Laboratory Services	($140.9)
APSIN Smartstart Increment	($90.6)
Unallocated Reduction	($410.0)
	($1,442.3)

Department of Public Safety

Privatization Issues

Attachment #3

FY2000 Unallocated and Miscellaneous Reductions

Department of Public Safety
FY2000 Unallocated and Miscellaneous Reductions
Attachment # 3 in Privatization Analysis Package
General Funds

RP 12-0-0001

FY2000 Unallocated Reduction	Personal Services	Grants	TOTAL
FWP Enforcement & ISU	($77.5)		($77.5)
AST Criminal Investigation Bureau	($75.4)		($75.4)
AST Judicial Services	($71.8)		($71.8)
AST Detachments	($135.3)		($135.3)
Victims for Justice		($50.0)	($50.0)
Unallocated Reduction	$410.0		$410.0
TOTAL Distribution	$50.0	($50.0)	$0.0

RP 12-0-0002

FY2000 Miscellaneous Reductions	Misc Reduction	Personal Services	Contractual Services	TOTAL
AST Detachments	$33.2	($33.2)		$0.0
Alaska Police Standards Council	$128.4		($128.4)	$0.0
TOTAL Distribution	$161.6	($33.2)	($128.4)	$0.0

Department of Public Safety

Privatization Issues

Attachment #4

Funding Sources for DPS Positions

DRAFT

Department Line Item / Fund Source Detail

Department of Public Safety

Scenario: FY2000 Authorized

Fund Source	Totals	Personal Services	Travel	Contractual	Supplies	Equipment	Land/ Buildings	Grants/ Claims	Misc.	Non Specific	PFT	PPT	NP
Department Totals	**97,595.6**	**54,851.1**	**4,365.6**	**17,673.8**	**2,934.5**	**557.7**	**0.0**	**17,162.9**	**0.0**	**0.0**	**740**	**27**	**1**
1002 Fed Rcpts	16,237.3	1,553.0	351.7	3,243.8	108.9	253.3	0.0	4,726.6	0.0	0.0			
1003 G/F Match	527.3	463.3	9.4	52.0	2.6	0.0	0.0	0.0	0.0	0.0			
1004 Gen Fund	76,639.3	48,478.5	3,670.6	11,650.8	2,322.1	96.0	0.0	9,321.3	0.0	0.0			
1005 GF/Prgm	1,862.3	913.5	90.2	764.6	45.5	38.5	0.0	0.0	0.0	0.0			
1007 I/A Rcpts	4,624.9	2,595.7	127.2	1,329.2	194.8	166.6	0.0	119.5	0.0	0.0			
1024 Fish/Game	1,868.7	578.2	22.6	257.5	202.1	0.3	0.0	0.0	0.0	0.0			
1050 PFD Fund	3,234.8	167.5	23.5	48.6	5.9	3.0	0.0	2,985.5	0.0	0.0			
1055 I/A/OIL HAZ	49.3	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
1108 Stat Desig	511.3	52.1	70.3	336.3	52.6	0.0	0.0	0.0	0.0	0.0			

APPENDIX E

State Aircraft Usage

DEPARTMENT OF PUBLIC SAFETY SUBCOMMITTEE

COMMISSION ON PRIVATIZATION AND
DELIVERY OF GOVERNMENT SERVICES

October 25, 1999

To: Deborah Luper

From: Del Smith

Subject: DPS privatization sub-committee request

In regard to the request for information on the Governor's office and other agency use of DPS' aircraft, specifically the King Air, please see below:

King Air hourly rate information for FY00 is based on 600 hours of anticipated use for all purposes during the year. This formula to determine the cost of operating the King Air has been used for the past three-(3) years. Hourly rates of operation for each of the department aircraft are reached by similar formulas.

Pilot refresher per diem/travel (8 pilots)	$ 10,200
Hangar rental at FAA	$ 5,100
Pilot recurrency/simulator training (8 pilots)	$ 16,000
Insurance	$ 4,992
200 hour inspection	$ 36,000
Starter overhaul (yearly cost)	$ 4,800
5 yr landing gear overhaul (yearly cost)	$ 1,800
Avionics repairs/sat phone	$ 8,250
Navigation data card subscriptions	$ 1,100
5 year prop overhaul (yearly cost)	$ 2,500
Jet A ($200/hour)	$120,000
Charts	$ 90
Oil	$ 750
Replacement aircraft parts	$ 25,500
Total direct cost	$237,082
Direct cost per hour (600 hours)	$ 395

In FY99 DPS received $60,192 from the Office of the Governor for use of state aircraft, specifically the King Air, Cessna 404, Navajo and Caravan. The total includes aircraft hours (119.4) plus overtime, per diem, etc.

Other agencies use of DPS operated aircraft during FY99 amounted to 21.5 hours. The agencies are:

Department of Administration-Information Technology Group
Department of Transportation-Airport Security

Department of Commerce
Civil Air Patrol
U.S. Marshals Office
Wasilla Police Department

I asked Colonel Glass about the use of our aircraft by agencies outside of state government and collecting funds for that use. Colonel Glass provided the following information:

> "As we spoke on Friday I wanted to remind you of the Federal Law (PL 103-11) which became law about 5 years ago after a plane crash in which a U.S. Senator was killed in South Dakota.
>
> This law makes it near impossible to receive monies from any outside source to assist in the operation of our aircraft. This means that the only money we can take is from a common treasury. i.e.: another state agency may pay us but a Municipality or Federal agency may not. The rationale behind this thinking is that if we take money from another outside agency then we are a Part 135 operation. We are then competing against the private sector. The real problem with a Part 135 operation is the training that would be required to stay current under the regulations. I do not recall the exact number of hours that would be required but it Is substantial for the King Air. It made it so cost prohibitive that we decided not to continue trying to obtain Part 135 certification. In a Part 135 operation you are also required to do crew rests, etc that really do not fit our operation at all."

It appears the use by other Departments was very limited and the creation of reimbursable services agreements (RSA) with each of those agencies would not have been cost effective.

Information

As an aside, I mentioned in one of the earlier meetings that two years ago, the King Air was involved in a case involving early crab fishing which resulted in $200,000 seizure and forfeiture to the state.

Again, this year the aircraft has proved pivotal to our enforcement efforts on the crab fisheries. The King Air just completed a crab fishery patrol in the Aleutians this past Friday, October 22, where it was instrumental in making a case for fishing early which will likely amount to at least $150,000 or more going into the State of Alaska's coffers.

REVENUE

COMMISSION ON PRIVATIZATION
AND
DELIVERY OF GOVERNMENT SERVICES

SUBCOMMITTEE REPORT

ON THE

DEPARTMENT OF REVENUE

October 28, 1999

Subcommittee Members: MaryAnn Pease, Chairman; Mike Barry, Terry Duszynski, Joe Griffith, Buz Hoffman, John Main, Frank McQueary, Dana Owen, Leisa Roberts, Doug Schmedlen, Leonard Steinberg, Gerald Timmons

RECOMMENDATIONS

REVENUE SUBCOMMITTEE

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

OCTOBER 6, 1999

The mission of the Revenue subcommittee to the **Commission on Privatization and Delivery of Government Services** is to identify state government functions capable of more efficient performance in the delivery of government services, and determine whether those identified functions could most effectively be provided by other means that include:

- Transferring to the private sector or contracting out
- Transferring to other levels of government
- Consolidating or making other efficiency changes, or
- Any combination of the above.

The aforementioned mission statement and Senate Bill 33 clearly define the responsibilities of this Subcommittee to the Commission on Privatization and Delivery of Government Services. We are submitting our written report summarizing the findings and recommendations for each subunit of the Department of Revenue. ***We have focused our recommendations on "Privatization Opportunities" to the Child Support Enforcement Division and the Alcoholic Beverage Control Board.***

The reports from each Revenue subunit have been included for your consideration as well as the more detailed reports on the two departments that were the primary focus of our attention. Before any of the recommendations on privatization can be carried out, it will be necessary to do a detailed audit, placing primary emphasis on the areas that we have brought forth in the individual reports.

The following is a breakdown of the departments with the ensuing recommendations:

1. <u>Child Support Enforcement Division</u>

Some exceptionally committed Subcommittee members invested considerable time and resources investigating and producing a report on the operations of this government unit. The Subcommittee voted unanimously to accept the report and its recommendations. The Subcommittee further voted unanimously to recommend a thorough review and analysis by an independent efficiency expert particularly with regard to the CSED functions identified below. This review should incorporate a review of state/federal requirements/laws for potential changes, waivers, limitations. Additionally, a cost/benefit analysis should be performed.

The Subcommittee also wanted to emphasize the near term focus on privatizing collection

opportunities to make collection activity available through a contingency fee basis.

The Subcommittee additionally realizes that an increased level of cooperation between CSED and private agencies would be beneficial for all.

Identify cases in arrears for privatization (includes collections and accounting)

Review the following sections for privatization:

- Investigations
- Locate
- Paternity
- Case Maintenance Team under Establishment Section for privatization
- Cash Control
- Client Services

Review New Hire Reporting Section for business process redesign

Review Accounting Section for business process redesign

Competitively bid services currently provided by other government agencies (included current provider as a bidder)

Additionally, the following suggestions could improve the efficiency within the organization:

1) Reduce caseload by informing all parents of the option to withdraw from CSED services and get paid directly.
2) Establish a non-custodial parent's team to monitor cases and when an obligor becomes delinquent for more than two months contact him/her and see what services can be provided.
3) Establish a more customer oriented user/friendly attitude with the employees, a pro-active non-custodial parent team would remove much of the anger and animosity that is felt toward the agency.
4) Review functions for consolidation.

5. <u>Alcoholic Beverage Control Board</u>

Some exceptionally committed Subcommittee members invested considerable time and resources investigating and producing a report on the operations of this government unit. The Subcommittee voted unanimously to accept the report and its recommendations. The Subcommittee further voted unanimously to recommend two legislative changes. The Subcommittee voted unanimously to modify state law to shift the enforcement duties for the state's tobacco and gaming laws to the Alcoholic Beverage Control Board. Included in this resolution was the intent of transferring budget and manpower for the Alcoholic Beverage Control board. The Subcommittee also voted unanimously to recommend, in the alternative, that

the legislature modify Title 4 to allow the Alcoholic Beverage Control Board to enforce tobacco and gaming laws under contract to the responsible state agencies.

3. Income and Excise Audit Division

The Revenue Subcommittee reviewed the operations of this government unit. The Revenue Subcommittee noted that the Income and Excise Audit Division and the Oil and Gas Audit Division already have a plan to merge into a single unit; the Subcommittee agrees with and encourages this move toward consolidation. The Subcommittee also noted that the Division already engages in limited outsourcing of services and encourages the Division to continue seeking opportunities for outsourcing where it is economically efficient to do so.

4. Oil and Gas Audit Division

The Revenue Subcommittee reviewed the operations of this government unit. The Revenue Subcommittee noted that the Oil and Gas Audit Division and the Income and Excise Tax Audit Division already have a plan to merge into a single unit; the Subcommittee agrees with and encourages this move toward consolidation. The Subcommittee also noted that the Division already engages in limited outsourcing of services and encourages the Division to continue seeking opportunities for outsourcing where it is economically efficient to do so.

5. Treasury

The Revenue Subcommittee reviewed the operations of this government unit. The Subcommittee has no recommendations for changes to the Treasury unit at this time.

6. Permanent Fund Division

[Not Reviewed – No Recommendations]

7. Municipal Bond Bank Authority

The Revenue Subcommittee reviewed the operations of this government unit. The Subcommittee has no recommendations for changes to the Municipal Bond Bank Authority at this time.

8. Alaska Permanent Fund Corporation

The Revenue Subcommittee reviewed the operations of this government unit. The Subcommittee has no recommendations for changes to the Permanent Fund Corporation at this time.

9. Alaska Permanent Fund Corporation

The Revenue Subcommittee reviewed the operations of this government unit. The Subcommittee has no recommendations for changes to the Permanent Fund Corporation at this time.

10. Alaska Housing Finance Corporation

The Revenue Subcommittee reviewed the operations of this government unit. The Subcommittee has no recommendations for changes to the Alaska Housing Finance Corporation at this time. However, the Subcommittee recognized that it lacked the resources to fully investigate and review such a large and complex organization as AHFC. Consequently, the Subcommittee voted unanimously to recommend a thorough review and analysis by an independent efficiency expert.

11. Alaska Mental Health Trust Authority

[Not Reviewed – No Recommendations]

12. Alaska State Pension Investment Board

After reviewing the operations of this government unit, the Revenue Subcommittee has no recommendations for changes to the Alaska State Pension Investment Board.

* * *

The following group comprised the review team and recommends by signature the adoption of the Revenue Subcommittee report:

Mary Ann Pease, Chair

Mike Barry

Leonard Steinberg

Terry Duszynski

Joe Griffith

Buz Hoffman

John Main

Leisa Roberts

Gerald Timmons

Gary Maxwell

9 Alaska Permanent Fund Corporation

The Revenue Subcommittee reviewed the operations of this government unit. The Subcommittee has no recommendations for changes to the Permanent Fund Corporation at this time.

10 Alaska Housing Finance Corporation

The Revenue Subcommittee reviewed the operations of this government unit. The Subcommittee has no recommendations for changes to the Alaska Housing Finance Corporation at this time. However, the Subcommittee recognized that it lacked the resources to fully investigate and review such a large and complex organization as AHFC. Consequently, the Subcommittee voted unanimously to recommend a thorough review and analysis by an independent efficiency expert.

11 Alaska Mental Health Trust Authority

[Not Reviewed - No Recommendations]

12 Alaska State Pension Investment Board

After reviewing the operations of this government unit, the Revenue Subcommittee has no recommendations for changes to the Alaska State Pension Investment Board.

* * *

The following group comprised the review team and recommends by signature the adoption of the Revenue Subcommittee report.

Mary Ann Pease, Chair — Mike Harris

Leonard Steinberg — Terry Dwyrynski

Joe Griffith — Buz Hoffman

John Main — Leila Roberts

Gerald Timmons — Gary Maxwell

Response to Recommendations of the Commission on Privatization and Delivery of Government Services Department of Revenue Subcommittee

The Department of Revenue either concurs with or is neutral toward the subcommittee's recommendations. With regard to some specific suggestions, most notably in child support enforcement, we offer detailed comments that either reflect changed circumstances since the report was issued or clarify the department's position.

We are gratified that the subcommittee recognizes the department's ongoing efforts to make our operations more efficient, whether contracting out where appropriate, consolidating functions or redesigning business processes. We believe that we have made and will continue to make significant progress in better serving Alaskans

- ***Treasury Division, Permanent Fund Dividend Division, Alaska Municipal Bond Bank Authority, Alaska Permanent Fund Corporation, Alaska Mental Health Trust Authority and the Alaska State Pension Investment Board***

The subcommittee made no recommendations for changes to these units.

- ***Income and Excise and Oil and Gas Audit divisions***

The two divisions are consolidating operations, with a scheduled merger date of April 1, 2000. The Oil and Gas Audit Division already contracts out a portion of its work, and we will continue to look for areas where additional outsourcing could result in improved operational efficiencies.

- ***Alaska Housing Finance Corporation***

The subcommittee has not completed its review of AHFC and we will reserve our comments until that report is submitted.

- ***Child Support Enforcement***

Recommendation 1. **Identify cases in arrears for privatization (includes collections and accounting).**

We plan to have a Request for Proposals ready within a month, asking private contractors to assist on some collections of child support debt owed to the state. We will ask for proposals on cases where we have failed to collect anything recently and where all of the debt is owed to the state as reimbursement for public assistant benefits paid to the custodial parent. Anything a private contractor can collect would be more than we have been able to get from the parent. A successful

privatization of this function on older cases could benefit the state and the contractor, which would be paid a commission on all collections.

The Request for Proposals will not include collections on debts owed to custodial parents because we may not – by law – accept reduced collections on private cases without permission of the custodial parent. We believe the contractor would perform best if limited to cases of state debt, which can be settled at less than full value by the child support agency. The other consideration is that custodial parents may turn to private collection agencies at any time to work on their case, and may negotiate their own terms with the company of their choice without jeopardizing other efforts on their behalf by the child support agency.

The Child Support Enforcement Division distributed a Request for Proposals for collections of arrears on public assistance cases earlier this year, but no one responded to the notice. We have since consulted with private collection agencies to determine why they did not respond and are incorporating their recommendations into a revised RFP. We want to make whatever accommodations we can to interest contractors in offering proposals.

Recommendation 2: **Review the following sections for privatization: Investigations, Locate, Paternity, Case Maintenance Team, Cash Control and Client Services.**

After the subcommittee completed its report, we learned that Internal Revenue Service rules do not allow us to give private contractors access to most federal income tax information contained in child support files. This information is disbursed throughout most of our case files because it is essential to determining a non-custodial parent's child support obligation and, in some cases, even locating that parent. Because of ts wide use in our case files, it would be extremely time consuming if not impossible to remove IRS data from every file sent to private contractors. This is a nationwide problem that will have to be addressed by the federal Office of Child Support Enforcement and the IRS, since many contractors provide child support services throughout the country. We will continue to monitor it closely until the issue is resolved on the federal level.

Meanwhile, we are encouraged by the subcommittee's statement that more investigation is needed before a decision can be made to privatize certain child support functions. We believe there are many issues that need to be examined before an informed decision can be made. In addition to the IRS confidentiality issue, other questions include: How much would private services cost? Would privatization decrease or increase the cost of services? Would the service be more effective if privatized? The child support agency has many investigation tools not available to private agencies, and would these functions be diminished by transferring them to a private contractor? Are child support activities so entwined with each other that they cannot easily be separated without a reduction in services or, at the very least, a disruption in services? How would the public react to private contractors handling personal data?

Recommendations 3 and 4: **Review the New-Hire Reporting Section and Accounting Section for business-process redesign.**

We developed a plan to redesign the workflow of the Accounting Section in conjunction with last year's Customer Service Enhancement Project. Though we have implemented minor changes in

the Accounting Section, we are reluctant to put the entire redesign into force while we are working to clear our caseload backlog. We do not want to disrupt the momentum in handling the backlog, and certainly any major reorganization would cause downtime and an initial loss in productivity. Meanwhile, we are proceeding at a steady pace in clearing the backlog in the Accounting Section as we continue to apply all of our available resources to clearing up the problem.

New-Hire Reporting came to the child support agency last year, after the Legislature adopted the federal requirement for locating parents through their employer. The initial workload of data from employers was substantial but we have adjusted to the new assignment and will continue to monitor performance and make changes as necessary. We would be happy to discuss with the subcommittee any ideas members may have to improve the operations of this section.

Recommendation 5: **Competitively bid services currently provided by other government agencies (include current provider as a bidder).**

Most of the services we receive from other departments can be provided only by that agency. For example, we pay the departments of Commerce, Health and Social Services, Education and Labor to interface with their databases. We also pay the Department of Administration for use of the state mainframe and other centralized support services such as the state email system.

Alaska Statute 25.27.050 requires the child support division to contract with the Department of Law for legal assistance. In addition to the statutory provision, the business reason for continued contracting with the Department of Law is that they have experienced attorneys who know and understand child support. We, and the Department of Law, have invested heavily in training the legal staff in the intricacies and specific provisions of state and federal child support law. Periodic changes of law firms would require additional training and thus more cost.

Suggestions regarding improving efficiency within the organization. We will continue to work on developing a more customer friendly agency. We will also continue to review all functions for consolidation and increased efficiency.

Suggestion regarding increasing our level of cooperation with private agencies. We assigned a staff person to coordinate with the private Alaska contractor that collects child support after this issue was discussed at a subcommittee meeting. We have increased our communication with the contractor and will continue to work on this issue to assist the contractor and those parents who use the contractor's services.

- ***Alcoholic Beverage Control Board***

  The department does not exercise operational control over this semi-autonomous state agency. The following is the response of the board's executive director:

The recommendation to merge tobacco and gaming enforcement with alcohol enforcement conducted by the Alcoholic Beverage Control Board deserves closer scrutiny and consideration. The concept was presented to the ABC Board at its October 6-7, 1999 meeting and several

concerns were raised. The board understands the parallels and efficiencies that exist regarding a single agency to enforce alcohol, tobacco and gaming statutes, but it has the following concerns:

- Any merger involving tobacco enforcement must be done with close involvement of the Department Health and Social Services to ensure that public health initiatives and tobacco use abatement programs are not compromised.
- The merging of tobacco and gaming into alcoholic beverage enforcement would require extensive amendment and restructuring of Title 4, probably including reconfiguration of the ABC Board.
- The politics and money involved in gaming and tobacco combined with the political and public interest concerns attributable to regulation of beverage alcohol would create a difficult enforcement challenge for the staff and any policy making board that may be involved in overseeing these separate activities. If the goal of the merger is to save money, it is uncertain that the regulatory and enforcement effort would be funded adequately on a sustained basis. Gaming and alcohol enforcement are already severely underfunded compared to the support these programs receive in other states.
- If federal funding for tobacco enforcement is reduced, will the state be able to replace these reductions with state funds?
- The ABC Board would lose its focus on regulating alcohol, a substance widely abused in Alaska, if it must also shoulder tobacco and gaming regulation and enforcement.

The ABC Board is willing to continue discussions directly and through its director on addressing these concerns. The primary motivation of considering a merger is to gain more resources to adequately enforce alcohol laws. Until it is clear that this goal will be accomplished through some type of enforcement merger, the ABC Board is skeptical about taking on more underfunded programs and responsibilities. The work of the Department of Revenue Subcommittee of the Privatization Committee to raise the question of combining similar functions is beneficial. It raises important issues regarding the state's desire to adequately support enforcement of its laws related to alcohol, tobacco and gaming.

The Department of Revenue has an additional comment on this recommendation.

Though we do not have a position on the ABC Board's duties, we oppose any effort to move charitable gaming enforcement to the board. We understand one rationale for the recommendation might be that pull-tabs are sold on licensed premises and, therefore, ABC inspectors could police gaming violations. This assumes, however, that most problems occur at the point of sale. The reality is that gaming enforcement is mostly a matter of reviewing financial records, ownership and accounting matters between permit holders, operators, vendors and distributors. We do not believe the ABC Board is equipped to undertake this function, which involves heavy accounting expertise – a much different skill than enforcement of alcohol laws. Moreover, the tasks are so dissimilar it is unlikely that combining alcohol and gaming enforcement would result in savings or other efficiencies. We believe that oversight of charitable gaming would be better served if it remains in the department's Tax Division, which is staffed with accountants and auditors.

STATE OF ALASKA

DEPT. OF HEALTH AND SOCIAL SERVICES

OFFICE OF THE COMMISSIONER

TONY KNOWLES, GOVERNOR

P.O. BOX 110601
JUNEAU, ALASKA 99811-0601
PHONE: (907) 465-3030
FAX: (907) 465-3068

November 3, 1999

Honorable John Cowdery
Co-Chair
Privatization Task Force
716 West 4th Avenue; Suite 320
Anchorage, AK 99501

Dear Representative Cowdery,

At the request of the Privatization Task Force, the Department of Health and Social Services offers the following comments regarding the recommendation of the Department of Revenue Subcommittee to transfer enforcement of the state's tobacco laws from the Division of Public Health to the Alcoholic Beverage Control (ABC) Board.

Until the last three years, enforcement of Alaska's tobacco laws relating to retail sales was essentially non-existent. In 1996, there had been no charges filed or convictions made against any retailer for the illegal sale of tobacco products to minors. With the passage of the tobacco tax increase and the increased scrutiny of tobacco retail sales, the Department of Law coordinated a series of undercover investigations in Anchorage and Juneau, resulting in several convictions and subsequent suspension of convicted retailers' ability to sell tobacco products.

Since that time, the Department of Law, the Department of Commerce and Economic Development, and the Department of Health and Social Services, through their contract with the Food and Drug Administration (FDA), have significantly increased the enforcement of tobacco retail sale laws. In 1998, with the passage of legislation requiring placement of tobacco products behind the counter and requiring clerk assistance with tobacco sales, there is yet another area of tobacco retail sales to be enforced. The new legislation has been added to the enforcement areas that are addressed through the local police department contracts with the State Division of Public Health.

The Department identifies the following serious concerns with the recommendation of transferring responsibility for enforcing tobacco laws to the ABC Board.

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1. Tobacco enforcement is just one component of our comprehensive Tobacco Prevention and Control Program. While the ABC Board staff recommendations purport to be a "consolidation" of functions, the actual effect will be a fragmentation of the Tobacco Prevention and Control Program.

2. Our current contracting arrangement with local law enforcement is in keeping with our community based approach to tobacco prevention and control efforts, which is based on the Center for Disease Control's (CDC) best practices model. Research and experience have demonstrated that what is most effective in tobacco control is developing and expanding local capacity and local ownership of tobacco control programs. The current system gives local law enforcement an opportunity to collaborate with other local tobacco control agencies. Centralizing the function with Anchorage-based state employees is counter to our community-based and community-empowerment principles. Enforcement is far more than busting vendors; it's fundamentally about changing prevailing attitudes (social norms) regarding youth tobacco use and nicotine addiction.

3. The legislature has made it clear that our Tobacco Prevention and Control program should be decentralized and should rely as much as possible on local grantees and contractors. The ABC Board staff recommendation would establish more state employees to do work currently done by local law enforcement and local grantees—a sort of reverse privatization.

4. Our Tobacco Prevention and Control Program is a public health program. The ABC Board as currently constituted does not have a public health focus. Any recommendation to expand the duties of the Board should also include expansion of the Board's membership to include persons with expertise in tobacco control. By the same token, care must be taken to avoid domination of the Board by persons with vested interests in tobacco sales. Experience has demonstrated consistently that having tobacco industry representatives regulating themselves is ineffective and counter-productive.

5. The Alaska Tobacco Control Alliance (ATCA), has taken a firm stance in opposition to transferring the enforcement of tobacco laws to the ABC Board (see attached letter). Eric Myers, a representative of ATCA, attended the public meeting of the Commission on Privatization and testified against such an action.

6. The ABC Board's proposed staffing pattern for tobacco enforcement is completely inadequate. FDA funds MUST be expended completely on tobacco enforcement and can not be used to support positions to enforce alcohol or gaming statutes. In order to enforce tobacco statutes, ABC inspectors would have to expand their work to incorporate a vastly greater universe of vendors (Quickmarts, grocery stores, gas stations, drug stores, etc.) It is extremely doubtful that proposed efficiency savings would offset the increased expenses required by the expanded scope of work.

7. The FDA money is "soft" money and there is no guarantee that it will be available over the long-haul. Currently, the Tobacco Industry has filed suit against the FDA, claiming that they do not have the authority to regulate the sale of tobacco products. A federal judge in North Carolina upheld the claim. The FDA has appealed and the case will be reviewed by the Supreme Court in the coming year. Potentially, the FDA regulations on tobacco product resale could be suspended and all FDA monies to states for such activities would cease. Also the Department of Health and Social Services GF allocation for enforcement will vary from year to year based on changes in priorities within the comprehensive tobacco control program. Our GF allocation for enforcement for FY 00 is $70,000.

8. Because of ongoing collaboration between the Division of Alcoholism and Drug Abuse and the Division of Public Health, we have been able to use FDA funded investigations to comply with the federal Synar Amendment—federal law relating to the sale of tobacco to minors. The State is required to comply with the Synar Amendment or risk a cut of up to 40% of its Substance Abuse Prevention and Treatment Block Grant. The federal government may not accept investigations conducted by ABC Board staff as valid inspections under Synar. In addition, ABC Board staff would be poorly placed to collaborate with other community-based programs funded by the Division of Public Health which also play a key role in Synar and FDA enforcement activities.

To summarize, the Tobacco Prevention and Control Program is a comprehensive, far-reaching, collaborative program that emphasizes community-based activities and local capacity building. Separating tobacco enforcement activities from the other program functions will lead to inefficiency, ineffectiveness, and reduced community support for enforcement of tobacco retail sales laws.

The role of the ABC Board in the control of manufacture, barter, possession, and sale of alcoholic beverages is an important regulatory function. This quasi-judicial agency has an important job to fulfill and should concentrate on improving enforcement of existing alcohol laws.

Sincerely,

Elmer A. Lindstrom
Special Assistant to the Commissioner

CC: Dr. Peter Nakamura, Director
Division of Public Health

Dana Owen, Special Assistant
Department of Revenue

Royce Weller, Special Assistant
Department of Public Safety

Doug Griffin, Director
Alcoholic Beverage Control Board

Marilee Fletcher, Acting Director
Division of Alcoholism and Drug Abuse

ALASKA TOBACCO CONTROL ALLIANCE

Post Office Box 110610
Juneau, AK 99811-0610 • 907/465-3140 Fax: 465-2770

STEERING COMMITTEE:

Alaska Black Caucus

Alaska Dental Society

Alaska Health Fair, Inc.

Alaska Native Health Board

Alaska Pharmaceutical Association

Alaska Public Health Association

Alaska School Nurses Association

Alaska State Medical Association

Alaskans for Drug Free Youth

American Lung Association of Alaska

Anchorage Partnership for a Healthy Community

Anchorage School District

Bristol Bay Area Health Corporation

Municipality of Anchorage, Department of Health and Human Services

Rural Alaska Community Action Program

Sitka Alliance for Health

Sitka Teen Resource Center

State of Alaska Department of Education

State of Alaska Department of Health and Social Services
Division of Alcohol and Drug Abuse, Division of Public Health, Section of Community Health Services, Section of Epidemiology

Tanana Chiefs Conference, Inc.

Yukon-Kuskokwim Health Corporation

MEMORANDUM

DATE: November 1, 1999

TO: Privatization Task Force

FROM: Alaska Tobacco Control Alliance

RE: Proposed Transfer of Tobacco Enforcement To ABC Board

The purpose of this memorandum is to document that the Alaska Tobacco Control Alliance (ATCA) opposes transfer of tobacco enforcement activities to the ABC Board. ATCA is comprised of over 250 individual and organizational members from across the state that are working to help reduce the needless burden of disease and death caused by tobacco. ATCA urges the Commission to abandon this proposal. The following are issues that we identify as fundamental flaws in the proposal.

- The current law enforcement system is working. The working relationships between state and local authorities in the area of enforcing illegal tobacco sale have been developed over many years. This involves the State Department of Health and Social Services working with local law enforcement agencies as well as the State Attorney General's Office and the Department of Commerce and Economic Development for licensing violations under state law. Under the proposed transfer, these working relationships would be discarded.

- Enforcement efforts would be set back as the ABC Board attempted to "relearn" the many lessons that have already been learned by experienced agency and law enforcement partners. Change in the enforcement system would require time for vital linkages to be re-established and for new system changes to be identified and instituted. ATCA has successfully worked with the Department of Health and Social Services and the Attorney General's Office to strengthen enforcement efforts. There is no need to start over.

- The proposal to transfer enforcement responsibility to the ABC Board is at odds with the fundamental principal of local ownership necessary for long-term success. Current efforts are based on CDC's best practices principles of community-based activities, local empowerment, and capacity building. It is widely recognized that effective enforcement requires that local law enforcement authorities take ownership of the problem of illegal vendor sales to minors. There is nothing in the proposed change that supports local ownership. In fact, it appears that the proposal will further remove enforcement activities from local community control and involvement.

- The number and type of establishments that sell tobacco products (grocery stores, gas stations, general stores, etc.) is far broader and diverse than the universe of alcohol vendors familiar to the ABC Board. Liquor stores are only a fraction of the problem. The Department of Health and Social Services has an understanding of the complexities of enforcement efforts in these various environments. If reorganized, the ABC Board would be exploring a new and unfamiliar terrain further extending already over-extended ABC Board inspectors.

- Tobacco is the leading cause of preventable death and primary responsibility for dealing with this issue should remain with the Department of Health and Social Services in order to maintain close connection to other elements of the state's tobacco control activities. The prevention and reduction of illegal tobacco sales involve pro-active health education efforts that are the traditional and logical function of health departments.

- The proposal consists fundamentally of a simple reorganization of tobacco law enforcement responsibilities that would not contribute to an enhanced enforcement presence in local communities as ABC inspectors found themselves undertaking a new and unfamiliar mission.

In closing, we urge the Commission to not support the transfer of tobacco enforcement to the ABC Board. The Department of Health and Social Services, in a constructive collaboration with other agencies has developed an enforcement system for tobacco retail that is working and is based on the principles of local control. It does not need to be reorganized.

cc: Commissioner Karen Perdue

COMMISSION ON PRIVITAZATION
AND
DELIVERY OF GOVERNMENT SERVICES
SUBCOMMITTEE – REVENUE

Agency: Child Support Enforcement Division

Committee Members: Leisa Roberts, Gary Maxwell, John Main

I. **Agency & Department Name**

Child Support Enforcement Division (CSED)

II. **BRU and Component Names as listed in state budget**

Child Support Enforcement Division

III. **Total Budget, all funds (identify fund sources)**

$ = 000's	FY99	FY00
BUDGET		
Personal Services	9,945.7	10,275.9
Travel	158.3	80.0
Contractual	5,377.6	5,946.4
Supplies	241.4	150.0
Equipment	90.5	96.5
Totals:	**15,813.5**	**16,548.8**
FUNDING		
Federal Receipts	10,374.1	10,775.1
State General Fund Match	1,807.2	
State General Fund	118.6	118.6
State General Fund/Program Receipts	487.7	
Federal Indirect Cost Recoveries	430.3	386.0
Federal Incentive Payments	2,600.0	2,500.0
Subtotal	*15,813.5*	*13,779.7*
Add: Program Receipts not included in ConfComm		2,769.1
Totals:	**15,813.5**	**16,548.8**

Description of Funding Sources:

Federal Receipts: This represents monies received from the Federal Government on CSED program expenditures. For the majority of expenditures of this agency, the Federal Government matches about 2 to 1. In limited instances the Federal Government pays 90% of the costs, such as with paternity testing. In prior years, some qualifying system development costs were also reimbursed at the enhanced funding rate. Less than 1% of agency expenditures do not quality for federal funding.

State General Fund Match: This is funding received from the State of Alaska as match against other funding sources.

State General Fund: This is state revenue used to fund expenditures not eligible for federal financial participation, including the cost of working non-federal foster care cases.

State General Fund Program Receipts: Collections for families on TANF (Temporary Assistance to Needy Families). In FY 99, approximately $17 million was retained by the state and federal governments to reimburse the ATAP programs for prior TANF (Temporary Assistance to Needy Families) grants. The state share of these receipts (47.7% since 10/98) was previously transferred to the state Department of Health and Social Services (DHSS) and used by that agency to offset federal block grants (see revenue section). A portion of the state share is now allocated to CSED for use as matching funds against other federal receipts. This funding source supplants CSED state general fund match. This receipt type also includes other miscellaneous revenues, the primary one being reimbursements of prior expenditures made on behalf of case parties.

Federal Indirect Cost Recoveries: This federal revenue is based on a percentage of CSED personal services costs (the FY 99 rate was 17.5% and total personal services were $10.0 million). This money is used to support the agencies that indirectly support CSED, specifically the Commissioner's Office and Administrative Services Division. Amounts transferred to those agencies in excess of their budgeted amounts have historically rolled into the state general fund. CSED now retains a portion of these excess budget receipts as a new funding source. Total indirect revenue earned by CSED in FY 99 was $1.2 million.

Federal Incentive: Incentive payments collected from the Federal Government based on collections for families on TANF (Temporary Assistance to Needy Families). In recent years, there has been a decline in this funding due to welfare reform. The federal government is currently phasing in a new program for measuring incentive earnings. In FY 2002 incentive earnings will be based solely on five criteria: collections on current obligations, number of arrearage cases with collections, number of paternities established, number of orders established and agency cost effectiveness (total collections divided by total expenditures).

IV. Total Revenue derived (net cost/income to state)

$ = 000's	FY00
Federal Receipts	10,775.1
Federal Incentives	2,500.0
Program Receipts	7,500.0
Indirect Cost Reimbursement	1,416.0
Total Income	22,191.1
Less Budget Costs	(16,548.8)
Total Net Revenue	5,642.3

The primary source of net revenue for CSED is Program receipts i.e. collections for families on TANF (Temporary Assistance to Needy Families). A portion of recovered TANF payments are allocated to CSED ($2,769.1 in FY00 Budget) for use as matching funds against other federal receipts. The balance is transferred to the state agencies ($4.730.9 in FY00 Revenue Projection).

Additional revenue comes from indirect cost reimbursement. A portion of the reimbursement is retained by CSED ($386M in FY00 Budget) and the balance is transferred to other state divisions providing indirect support to the agency.

V. Identify Constitutional and Statutory Provisions Governing Agency Operation

Alaska Rules of Court

Civil Rule 90.3	Child Support Awards
Civil Rule 90.4	Proceedings to Establish Parentage

Alaska Administrative Code

7 AAC 45.245	Caretaker Relative Cooperation with CSED
15 AAC 05.020	Informal Conferences
15 AAC.05.030	Formal Hearings
15 AAC.05.035	Motion for Reconsideration
15 AAC.05.040	Appeal of Final Decision of Department
15 AAC.125	CSED Regulations

Alaska State Statutes

AS 25.24.160	Judgments for Custody
AS 25.24.170	Modification of judgment
AS 25.24.200	Dissolution of Marriage
AS 25.24.220	Hearing
AS 25.24.230	Judgment
AS 25.24.232	Children as dependents for tax purposes
AS 25.24.250	Forms
AS 25.25.101– 903	Uniform Interstate Family Support Act (UIFSA)
AS 25.27.010– 900	Child Support Enforcement Agency
AS 25.30.300– 910	Uniform Child Custody Jurisdiction and Enforcement Act

Code of Federal Regulations

CFR 300.0 Reserved
CFR 301.0 – 301.16
CFR 302.0 – 302.85
CFR 303.0 – 303.108

VI. Agency Mission, Goals and Objectives (do reality check)

CSED's Mission is as follows:

The Alaska Child Support Division is committed to helping children by establishing, modifying and enforcing financial support obligations in a fair and equitable manner. We are dedicated to assisting people to use our services. We promote the responsibility of parents in supporting their children.

CSED's Goals and Strategies for FY2000:

1. Increase the number of child support orders established so there are orders in 80% of cases.

2. Increase the collection rate of current support by 20% for an annual rate of 52% in FY 2000.

3. Increase by 20% the number of cases with arrears that have payments for an annual rate of 30% in FY 2000.

4. Improve the public perception of the Child Support Enforcement Agency

Assessment: The agency seems to understand their mission and has set goals toward achieving them.

VII. Number of Employees (Identify Specialized Expertise Needed for Mission)

CSED has 221 full time/permanent employees. Specialized expertise include:

1) Child Support Information Content (state and federal laws, and agency policy and procedures.
2) Competence with NSTAR (includes ability to enter data)
3) Public Relations
4) Analytical Skills
5) Paralegal Skills (knowledge of legal process)
6) Basic Accounting
7) Federal and State interfaces

Below is a brief summary of the functions performed, number of employees performing function, statistics per section and specialized expertise (numbered per breakout listed above):

Section: Complaint Resolution Section
Number of Employees: 3 - 1 CSEO III, 2 CSEO II
Expertise: 1, 2, 3, and 4
Responds to complaints from federal and state legislative offices, the ombudsman's offices, other state agencies, case parties and the general public. Conservatively, this section receives 1,200 complaints annually.

Section: Establishment Section
Number of Employees: 13 – 1 CSEO II, 12 CSEO I
Expertise: 1, 2
This section establishes administrative child and medical support orders. As part of this process, they locate absent parents and calculate monthly child support amounts. This section currently has a caseload of approximately 2,200 cases.

Section: Review and Adjustments
Number of Employees: 11 - 1 CSEO II, 8 CSEO I, 2 Administrative Clerk III
Expertise: 1, 2, 4, 6
This section must conduct a modification review when a case party requests one. A review is also conducted if more than 12 months has elapsed since the order was issued, modified or reviewed. An administrative modification takes approximately 90 days, whereas a court modification typically takes up to 180 days to complete.

Section: Domestic Enforcement
Number of Employees: 39 - 23 CSEO I, 13 Administrative Clerk III, 3 Mail Clerks
Expertise: 1, 2, 3, 4
This section enforces child support and medical support orders established by the courts and CSED. This section works cases where the non-custodial parent lives in Alaska. A special unit in this section reviews cases with large arrears to determine whether occupational or driver's licenses will be revoked. This section is also responsible for processing incoming and outgoing mail (more than 1,100,000 pieces of mail were processed in SFY99) and updating member information in the computer. Additionally, this section performs locates, investigations for assets, issues garnishments, and review cases for modifications. The average caseload for each Officer is 1400+ cases. The administrative clerks process approximately 400 orders, 1,700 Employer responses, 1,400 Postal Inquiries, 970 address updates, 7,800 file retrievals and 200 applications for service per month.

Section: Field Offices
Number of Employees: 5 - 1 CSEO II, 4 CSEO II - Fairbanks
5 - 1 CSEO III, 1 CSEO II, 2 CSEO I,
1 Administrative Clerk III (part-time and supported by a federal grant) – Juneau
Expertise: 1, 2, 3, 4
The duties of the field offices are similar to those of the Enforcement Section located in Anchorage. The offices are responsible for enforcement of child support cases where both parents live within the surrounding areas. The CSEO II in the Juneau office coordinates and monitors a Headstart demonstration grant and during the legislative session the CSEO III in Juneau serves as a CSED legislative liaison. There are approximately 2,200 cases assigned to the Fairbanks office and 900 cases assigned to the Juneau office. The Fairbanks office averages 850 telephone contacts and 525 walk-in contacts, monthly, in Juneau these numbers are 300 and 100 respectively.

Section: Interstate
Number of Employees: 24 - 3 CSEO II, 17 CSEO I, 4 Administrative Clerk III
Expertise: 1, 2, 3, 4, 5
This section works with states, territories, and possessions of the United States and other countries to establish paternity, obtain orders for child support, seek medical coverage and enforce orders against absent parents. Interstate has a caseload of about 15,000 cases, of which 5,000 cases are being pursued for establishment of paternity and support orders.

VIII. **Describe Technology Used to Perform Mission (Identify Specialized Equipment Needed for Mission)**

Systems used for working cases (provides case information interfaces with other systems, state, and federal):

NSTAR application: Purpose: Client database. Online system supporting 200 screens, six hundred COBOL programs, three hundred Adabas tables. Nightly batch processing running 8-12 hours.

IBM mainframe computer: Adabas 6.2.1, OS/390, IBM COBOL for MVS and VM, CICS 4.1, DLF Script, impact and laser printers.

Systems used for interagency communication, clients, other agencies, and access to mainframe:

Pentium/Pentium II/Pentium III Desktop PCs: Over 250.

LAN/Desktop: Purpose: Intra & Interagency communication and data processing. Includes: 03 HP Netservers running Novell Netware file and print services; 01 HP Netserver running MS Windows NT Server and Righfax fax server software and using a T1 line; Windows 98; MS Office97 Pro; MS FoxPro; Attachmate e-Vantage; Netscape Communicator Pro; Credit Bureau software; MS Access CSED application; MS FoxPro CSED application; Dial-up Access Server; SNA gateway controllers; Ethernet Switches, Hubs, and Router; T1 line to State network, and CheckPoint Firewall.

Client information for working cases:

CSED has computer interfaces with the following:

State agencies:

Department of Labor: new hire, unemployment and worker's compensation benefit information
Permanent Fund Dividend Division: garnished funds and applicant information
Division of Public Assistance: ATAP client and grant information
Alaska Post-secondary Commission on Education: student loan information
Department of Corrections: locate individuals with charges, on probation
Division of Motor Vehicles: DMV records
Division of Family and Youth Services: interface is in testing phase
Department of Public Safety: includes FBI and other information
Commercial Fish and Game

Federal agencies or programs:

Internal Revenue Service: 1099 and taxpayer information, garnished funds through the intercept program
Federal Case Registry: report and receive information on orders
Directory of New Hire: report and receive employment information on people who are newly hired
CSE Net: a 54-state/territory network service

Other organizations

3 National Credit Bureaus
Key Bank for electronic funds transfer and status of checking account

Section: Formal Hearing Team
Number of Employees: 4 – 1 CSEO III, 3 CSEO II
Expertise: 1, 2, 4, and 5
Responds to requests from parties who wish to appeal decisions made by CSED. The team handles all aspects of the hearing process from issuance of a recommendation to the Commissioner's office on how the appeal should proceed to representing CSED at the formal hearing. In FY99, 244 hearings were requested of which 234 hearings were held.

Section: Accounts Payable
Number of Employees: 2 – 1 Accountant III, 1 Accounting Technician
Expertise: 6 and State Accounting System
Accounts for, monitors, budgets and reports expenditures of the agency. As part of this responsibility, this team also manages federal receipts.

Section: Investigations/Locate/New Hire Reporting
Number of Employees: 1 Investigator
Expertise: 1, 2, 4, 5, 7
Supervises Locate and New Hire Reporting Sections. Also works investigations.

Section: Investigations
Number of Employees: 2 Investigators
Expertise: 2, 4, 5, 7, and law enforcement
Investigates criminal violations of law as they pertain to child support enforcement, i.e. Criminal Nonsupport, Defrauding Creditors, Fraudulent Transfer of Assets, Perjury, Aiding the Nonpayment of Child Support, etc. Additionally, the Investigations Section investigates civil violations of law as they pertain to the collection of child support from employers. Currently, there are approximately 120 active cases. Additionally, there are potentially 4,000 cases (approximately $10 million in outstanding arrearages) that could be investigated criminally because these cases have not received a child support payment for a minimum of 12 months (with the exception of PFD funds or Federal Tax Offset monies) and have arrearages of over $15,000. The investigations section assists the Department of Law in bringing to court approximately 24 to 36 cases a year.

Section: Locate
Number of Employees: 2 CSEO I
Expertise: 2, 4, 7
This section searches for absent parents, and employers and assets of absent parents. Additionally, they search for custodial parents when funds are holding for them and assist law enforcement agencies when parental kidnapping has occurred. They respond to locate requests from other states' child support enforcement agencies. The Locate Section handles over 5,000 locate requests per year.

Section: New Hire Reporting Program
Number of Employees: 3 Clerks
Expertise: 2, 7
Enter new hire information from approximately 15,000 Alaskan employers. In July, 13,000 employees were reported.

Section: Administrative Section
Number of Employees: 4 – Admin Mgr I, Supply Technician I, Admin Clerk III, Admin Clerk II
Expertise: general administrative
This section is responsible for property management and space modifications, contractual agreements, supply and equipment acquisition, property control, and personnel functions.

Section: Quality Control
Number of Employees: 2 Internal Auditors
Expertise: 1, 2, 4, 6
This section evaluates the CSED's caseload for compliance with federal regulations in order to determine if the Division is likely to pass a federal audit and recommends ways to improve overall performance of the Division. Additionally, the section completes general quality control projects and is currently conducting Y2K compliance testing.

Section: Client Services
Number of Employees: 14 - 1 CSEO II, 11 CSEO I (also 1 CSEO I in Kenai and Wasilla)
Expertise: 1, 2, 3
This section assists case parties in person and operates the phone bank. They also verify child support information for local financial institutions when a person applies for a loan. In FY99, 11,576 people were assisted in person, 61,892 over the phone, and 8,133 verifications were processed.

Section: Cash Control
Number of Employees: 8 - 3 Cash/Check Management Personnel, 5 Accounting Clerk I (plus 4 temporary receipters)
Expertise: 2, 6
This section manages the incoming and outgoing child support payments, daily balancing with the bank, backing out receipts and stop pay reissues.

Section: Accounting
Number of Employees: 21 – 2 Accounting Supervisors, 10 Accounting Technician I, 9 Accounting Technician II (plus 1 Temporary Accounting Technician I)
Expertise: 1, 2, 4, 6
This section adjusts and audits child support cases. This section handles approximately 8,196 child support cases annually.

Section: Modification Adjustment Team
Number of Employees: 4 – 1 CSEO II, 3 CSEO I, (plus 2 temporary Acccunting Technician I)
Expertise: 1, 2, 4
This team was created to complete 859 child support order adjustments by January 2000. This team will perform adjustment spreadsheets to update current monthly child support obligations, adjust arrears, and apply interest, and direct payment credits.

Section: Paternity Team
Number of Employees: 8 – 1 CSEO II, 3 CSEO I, 4 Administrative Clerk III
Expertise: 1, 2, 5
This team establishes paternity in cases where there is no legal father. If paternity has to be established in court, CSED and the Attorney General's office prepare the cases for court. The team also coordinates genetic testing with a private lab and conducts locate activities.

Section: Children Proceedings/DFYS
Number of Employees: 2 CSEO I
Expertise: 1, 2
This section establishes child support orders and enforces collection of child support on two parents, when children have been placed in state custody, foster care, hospitalization, and youth correctional facilities.

IX. List Existing Agency Contracts including amount, contractor, purpose, term, and procurement method

Following is a summary of the existing agency contracts.

Contractor	Amount	Term	Proc Method	Purpose
Wostmann & Assoc.	$79,867	07/13/99-09/30/99	Task Order to ITG	CSENET – Test and prepare general approach for modification of CSNET. Develop implementation of CSNET file transfer
	$15,223	08/02/99-09/30/99	Task Order to ITG	Newhire/Auto. Audit/Kids Integration – Perform the analysis and design of the Web-based new hire reporting application, provide Web access to payment information, and perform the analysis and design to interface an existing Excel spreadsheet Automated Audit System to NSTAR data.
	$53,037	08/16/99-10/31/99	Task Order to ITG	PFD Intercept and Federal Certification Support.
Anch Matsu Process Service	$400,000	09/18/98-06/30/02	RFP	Process Service
American Mgmt Systems, Inc.	$3,886,198	01/17/95-12/31/99	RFP	Enhancement to the Alaska Child Support On-line Case Management System to bring it into compliance with the requirements of the Family Support Act of 1988 and 45 CFR 300.0-308.0
Baker-Jennings Films	$18,470	06/22/99-08/31/99	Informal RFP	Media Production – Video tape and audio tape notifying parents of rights and responsibilities assoc. with acknowledging paternity.
Laboratory Corporation of America (LABCORP)	$800,000	07/01/97-06/30/00	RFP	Paternity Genetic Testing
Speedy Mail	$320,000	07/01/97-06/30/01	ITB	Mail Processing Service
TOTAL	$5,588,509			

X. Identify Existing Privatization Practices, if any. Evaluate them for effectiveness and public accountability.

CSED utilizes the services of many agencies within the State of Alaska infrastructure for support. FY 2000 budget is $4,386.4M (budget category is "Contractual").

Department	Budget $ M	Services
Dept of Law	$1,308M (currently $1,100M due to change from fulltime to part-time position)	Seven full-time/1 part-time attorney, plus paralegals and clerical staff. Process paternity complaints, initiate petitions, order modifications, judgement debtor exams, orders to show cause, and medical enforcement. Attorneys' fees - $92.72/hour, Paralegal fees - 71.94/hour (both include clerical staff costs).
Dept of Administration	$2,787.4M	Provides the following: data processing chargeback, telephones, space rental, mail, finance and personnel services.
Dept of Labor	$90.7M	Occupational Licensing Enforcement and Unemployment Insurance interface & data exchange – required by Federal Government.
Dept of Public Safety	$75M	Drivers Licensing Enforcement, required by Federal Welfare Reform
Court System	$50M	Administration & facilitation of noncustodial parent access to children.
Dept of Health and Social Services	$44.4M	Provide information regarding paternities.
Other Misc.	$30.9M	Occupational Licensing Services

Additionally, CSED has used contract support outside of the State of Alaska infrastructure for computer modifications, process service, marketing, paternity testing, and mail processing (see Section IX of this report).

To date, CSED has not privatized any core functions, however in 1997, CSED attempted to privatize some of their core work by issuing an RFP for a private firm to handle some of the agency's older arrears cases. Cases were limited to debts that were owed to the state of Alaska only, i.e. nothing was owed to the custodial parent or to other states. Additionally, no payments would have been received in the prior six months except for Permanent Fund dividend, Internal Revenue Service income tax refund or unemployment garnishments. Further there was a minimum arrears requirement of $500. Due to a lack of response, the contract was not awarded.

XI. Make Recommendations per Section 5 in SB 33, including suggestions for new legislation.

Findings:

CSED opens 3,440 cases, reopens 3,205 cases, establishes 2000 support orders and closes 6,300 cases annually. Currently, CSED has approximately 47,000 cases of which 37,000 (78%) have support orders. Of the 37,000 cases with support orders, approximately 27,000 (73% of cases with support orders) are in arrears. There is no aging of accounts in arrears, thus if an account is past due by one day it is considered in arrears (I was able to obtain the following statistic: as of March 1999, 10,000 cases had arrears in excess of 3 months).

In FY98, 191 caseworkers collected $82.6 million, an average of $432 thousand per caseworker (if all employees in the department are included, average collections per employee were approximately $374 thousand). Approximate collection per case is $5,000, annually (based on July '99 collections, which doesn't include IRS and Permanent Fund dividend collections). There is potentially $561 million (excludes cases without orders) in uncollected child support due to either families or the state (1,100 of

the cases in arrears are state cases). This number represents the accumulated arrears plus interest that is due. Although some of the dollars are probably uncollectable, even at 10% - $56 million - the amount is significant and doesn't include the potential collections on the 10,000 cases without orders.

CSED has had a number of significant challenges in recent years. Of significance was the federal requirement for faster payments and increased automation of case management, which was met with the implementation of NSTAR in March 1998. Also during this time, CSED had 55 employees leave the division and had on average 10% of the positions vacant due to reduced Federal Funding. The cumulative effect of the system implementation (required 2 weeks down time), manual conversion of the data from the old system to the new, retraining of employees, and vacancies, resulted in an increase to the backlog that has historically existed in the agency.

The state and the agency have attempted to combat the effect of these challenges. In response to the reduced federal funding due to welfare reform, the state has allowed the division to retain $2.8 million of the dollars collected against Public Assistance cases (total state funding is $2.9 million). Additionally, the agency has sought to become more efficient. One initiative that is underway is an RSA with the DOA to review the business processes within the agency for possible efficiency improvements (currently no one is assigned full-time to the project, but ultimately, there will be 3 part-time employees). A preliminary outcome of this effort is the combining of the Modifications and Establishment Sections. The agency has also looked to electronic solutions, such as electronic funds transfers and interfaces with other agencies, as a means to improving efficiency.

Due to the timeframe required for the completion of this report, I was unable to ascertain the exact reason for the uncollected accounts. However, based on this review, it is possible that full child support has not been collected on approximately 37,000 cases due to the following:

1) Inability to locate non-custodial parent/parents (at present there are 2 Locate personnel within the Locate Section),
2) Inability to establish paternity,
3) Limited time to follow-up on cases in arrears
4) Inability of obligors to pay (some of these arrears are the result of default orders)
5) Overall, workload per case manager

All of these factors are probably magnified due to the backlog currently in the division.

Recommendations:

A final determination has not been made as to whether privatization of child support enforcement functions results in reduced costs, better services and increased efficiency. Although the information available is limited, there appears to be a growing trend towards privatization of these services. A 1995 report by the U.S. General Accounting Office noted this recent increase in the number of private sector contracts for child support services. The GAO found that 20 states had already privatized one or more child support services statewide, and 18 states had privatized services at the local office level. The study also identified 21 contracts for full-service child support operations, 40 other contracts for collections and related location services, 8 contracts for locations only, and 9 contracts for payment processing services. The GAO study, which focused only on services with a "direct relationship to the collection of child support," did not include services that traditionally are contracted out such as genetic testing, legal services, and automated systems. Nor did it count contracts awarded solely for ancillary services such as paternity acknowledgment or customer service. State and local child support agencies

have entered into hundreds of contracts with private sector providers for services not covered by the GAO study.[i]

Although, time constraints prevented a more thorough review of the agency, there appears to be many potential opportunities for efficiency improvements whether it is from contracting out services, moving functions to other government agencies, or redesigning business processes. Some of the areas that would benefit from a more thorough review are listed below:

1) Identify cases in arrears for privatization (includes collections and accounting)
2) Review the following sections for privatization:
   - Investigations
   - Locate
   - Paternity
   - Case Management Team under Establishment Section for privatization
   - Cash Control
   - Client Services
3) Review New Hire Reporting Section for business process redesign
4) Review Accounting Section for business process redesign
5) Competitively bid services currently provided by other government agencies (include current provider as a bidder)

Additionally, the following suggestions could improve the efficiency within the organization:

1) Reduce caseloads by informing all parents of the option to withdraw from CSED services and get paid direct.
2) Allow employers to garnish the wages and send the check directly to the custodial parent. This eliminates the need for 2 checks to be cut (one by the obligor and one by CSED, additionally, this eliminates CSED as the middleman.
3) Establish a non-custodial parent's team to monitor cases and when an obligor becomes delinquent for than two months contact him/her and see what services can be provided.
4) Establish a more customer oriented user/friendly attitude with the employees, a pro-active non-custodial parent team would remove much of the anger and animosity that is felt towards the agency.
5) Review functions for consolidation.

It is recommended that the legislature authorize a thorough review of this agency and the functions performed therein. This review should incorporate a review of state/federal requirements/laws for potential changes, waivers, limitations. Additionally, a cost/benefit analysis should be performed.

XII. Explain rationale for each recommendation, the number of votes for and against it.

Due to the magnitude of the cases that are in arrears or do not have support orders, the primary rationale for the recommendations is to make more personnel available to manage cases, increase the flexibility to respond to varying workloads, reduce fixed costs, and to improve the efficiency within the agency. Areas identified as potential candidates for privatization were primarily those that are considered time-consuming activities and do not result in immediate collections.

The most leveraging change would be the privatization of cases that are in arrears. In order to assess the impact to the state, these cases would have to be segregated between those related to public assistance and those that are not. Of the 10,000 cases

in arrears for four months or more, eleven hundred of these cases represent monies due to the state and not to private parties. CSED attempted to contract these cases out in 1997 with no success; however, changes in the compensation provision might attract bidders. Additionally, cases that are not related to public assistance could be privatized if a penalty were assessed against non-payers. This penalty could pay the costs associated with using a third party. The inherent risk to this approach is that the custodial parent might have reduced support or the state would have to bear the cost.

In addition to the cases that are in arrears, there are 10,000 cases without existing support orders. The privatization of the locate, paternity and investigation functions would increase the number of caseworkers available to work cases, and potentially reduce the fixed costs to the agency (assuming the contract were based on a minimal fixed fee plus incentive basis). There are various companies in the private sector such as private investigators, collection agencies, etc that perform the same functions as the locate and investigations functions. Private investigators or attorneys could do the civil investigations and the Department of Public Safety could conduct the criminal investigations. Additionally, local public safety agencies could be contracted to conduct criminal investigations in their localities. The use of ASPIN and Motznik could substantially assist in locating individuals. However, access to ASPIN would need to be addressed for other than law enforcement agencies to ensure confidentiality. The usage of Motznik (a public database) on the other hand could be increased if the private sector would elect to use it more than it is presently being used by the locate and investigations sections.

Of course these actions would increase the number of active cases in the office and in turn would increase the backlog. The agency has identified areas that efficiency could be achieved by implementing electronic solutions, however there are probably more opportunities available. Although the agency spends approximately $1 million annually on system support, programming and web design, there still appears to be an excess of manual processing. CSED has attempted to alleviate this burden with the Electronics Funds Transfer Program, electronic forms, etc. When completed, these initiatives should alleviate some of the backlog. Additionally, outsourcing accounts receivables/accounts payables, address updates, and other activities that are not core to case management could increase staff available to work cases and potentially reduce the cost of performing these activities.

Client Services has been privatized in other states, thus a review should be conducted to decide whether a private contractor might be able to improve the image of the child support agency at perhaps a lower cost.

Another area that could be privatized but may need legislative approval is the Department of Law, Attorney General Office function. If the CSED were able to put out for bid a contract for private attorney services to accomplish what the Department of Law presently does there could possibly be significant savings as well as increased processing of orders, judgments, modifications, etc.

Since CSED is the sole child support agency within the state it may take "stepping out of the box" to determine if privatizing a portion of it could be successful. An example of this would be to privatize regional office such as Fairbanks or Juneau. These areas could handle their own caseload from that region, performing all the functions needed. If successful this could demonstrate that a private firm could accomplish it. The restrictions on it would be that it would have to be a solely Alaskan firm with their main office in Alaska and not outside.

Another option may be to train a caseworker to work all aspects of a case and not to specialize in only one area. This action would give non-custodial and custodial parents

an individual to deal with for the life of their case. As it is with the turnover of staff a learning curve is created that creates it's own loss of productive time. If there are several caseworkers handling a case over the years this is lost time that could be spent on other cases.

The aforementioned ideas are just a start towards improving the division. A review of what other states have implemented may provide valuable insights as to how we can make our child support enforcement division operate more effectively.

XIII. **List problems or barriers to implementing proposed privatization.**

State and federal laws, historical practices, etc.

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[1] A Guide to Developing Public-Private Partnerships in Child Support Enforcement
This guide is the culmination of a child support enforcement privatization study conducted by J & E Associates, Inc. and its subcontractor, the Center for the Support of Children, under contract number 105-95-8375 with the Office of Child Support Enforcement, Administration for Children and Families, U.S. Department of Health and Human Services.



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February 15, 1996

MEMORANDUM

TO: Representative Terry Martin

FROM: Patricia Young
Legislative Analyst

RE: **Privatization of Child Support Enforcement**
Research Request 96.022

You asked us to provide information on the number of states that have privatized child support enforcement efforts and to ascertain the success rate of privatized collections relative to collections by government agencies. You also requested information on the advantages and disadvantages of state and private enforcement systems.

At least 37 states are contracting out some child support enforcement functions. The contracts vary in scope from single service to full service and can include any combination of those functions that traditionally have been reserved to state or local agencies. Although many states have privatized one or more child support enforcement services on a statewide basis, and many states have contracted for full service in certain locations, no state has completely privatized all services statewide.

Proponents of privatization maintain that it is a way to stretch resources. They cite as advantages improved services, increased collections, and improved cost-effectiveness. More specific advantages include the centralization and streamlining of functions and defragmentation of service, as well as potential reductions in staff or the relieving of existing staff from ever-increasing caseloads so that they can work with more focus and more success. Additionally, some see privatization as a way for a state to capitalize on the dynamics of federal funding for child support enforcement.[1] Opponents express concern about oversight, the uncertain climate for

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[1]Briefly, the child support enforcement program, established under title IV-D of the Social Security Act, is a joint undertaking in which the federal government pays the predominant share of each states' program costs. Alaska receives a federal match of two-thirds of the administrative costs; half of the collections made for families on Aid to Families with Dependent Children (AFDC); and federal incentives of 6 to 10 percent of AFDC collections based on collections efficiency ratios established by federal regulation (45 CFR 304.12). For non-AFDC collections, the state receives 115 percent of the AFDC incentive amount.

contracting with the private sector in the face of impending welfare reform, the potential for negative public impression, the potential loss of personal familiarity with individual cases through centralization, and large percentages of collections going to private companies rather than to children. Opponents--as well as many who are undecided--question the cost-effectiveness of privatization efforts.

Indeed, a November 1995 report by the U.S. Government Accounting Office (GAO) entitled "Child Support Enforcement: States and Localities Move to Privatized Services" (attaches) was instigated, in part, to ascertain what is known about the cost-effectiveness of privatization activities. According to Kevin Kumanga, GAO senior evaluator, no comprehensive study of cost-effectiveness currently exists. The next phase of the GAO's ongoing project, therefore, will be a cost-benefit analysis to be completed late in the year. Susan Notar, at the policy branch of the federal Office of Child Support Enforcement (OCSE), noted that OCSE has a contract for a similar analysis. Ms. Notar also expects that analysis to be complete sometime next year.

The GAO report appears to contain the most current inventory of privatization of child support enforcement activities. According to the GAO findings,

- one or more child support services are privatized statewide in 20 states and at the local office level in 18 states;
- there are 21 full-service contracts for child support services currently operating, half of which are served by one major contractor;
- four major contractors provide most of the services for 40 other collection and parent locator service contracts; and
- there are nine contracts for processing and dispersement of payment services and eight contracts for parent locator services only.[2]

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[2]Services traditionally contracted out--such as genetic testing, legal services, and automated systems--were not included. Also not included were contracts solely for establishing paternity or for customer service. According to the GAO, the inventory may not be complete because "where programs are state-supervised but locally administered, state officials said that they were not always fully aware of local privatization efforts."

Both Mr. Kumanga and Ms. Notar note that privatization of *collections* is a particularly strong trend, but states seem "generally happy" with their privatization experiences regardless of the functions privatized. According to Mr. Kumanga, "states, pretty clearly, are benefiting from privatization." He notes, however, that how well a company does is based largely on the situation before privatization occurs. Areas without previously automated management information systems, for example, have experienced tremendous increases in collections with privatization.

We spoke with representatives from child support offices in five states as well as the owner of one of the largest private firms, Policy Studies, Inc. (PSI).[3] The following are the most salient of their comments within broad categories of positives, negatives, and advice and recommendations. Parenthetical information following each comment identifies the type of service to which the comment refers.

Successes/Positives

- We're getting good service. The contractors are able to automate beyond government capability. They have the flexibility with employees that the bureaucracy doesn't: they can up and downsize quickly. They can offer incentive bonuses. Private contractors have hired the employees from the district attorneys' offices at equal or better salaries. (Local, full service.)

- Private companies have an edge over government--it's a combination of profit motive and flexibility. (Local, full service.)

- The contractor takes a percentage, but the alternative may be no collection at all. (Statewide collections of uncollectible cases.)

- They're doing a tremendous job. They still have to meet all the federal requirements. They're very professional and responsive. (Local, full service.)

- A significant portion of the cost comes out of incentive payments. (Local, full service.)

Obstacles/Concerns

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[3]Sample states included Mississippi, New York, Tennessee, Texas, and Wyoming. In some cases, we spoke with more than one representative.

- If it had been done in a different manner, everyone would have been more cooperative. (Local, full service.)

- Change is inherently stressful and impacting. (PSI)

- The most difficult obstacle to overcome has been the reluctance of case workers to let go of individual cases. (Statewide collections of uncollectible cases.)

- You can't always go on raw collection data. Sure they look good, but a disproportionately high percentage of state resources are being dumped into that area to make it work. That puts an added strain on the state caseworkers. (Local, full service.)

- If the federal funding dynamic changes, privatization could become less cost-effective. (Local, full service.)

- Even though monitoring is in the contract, we haven't maintained supervisory control. We should have a full scale monitoring system. (Local, full service.)

- A long run concern is that private companies, in time, might not be as responsive to some people. (Local, full service.)

- One thing to wonder about is--where do they get all the qualified people? They hired one person I consider to be a moron, then presented that person as an expert. (Local, full service.)

- With a centralized operation, a different person answers the phone every time; there is no one person who follows a case and becomes personally familiar with it. With centralization, we lose that familiarity. (Statewide, payment processing and dispersement.)

Advice and Recommendations

- Should the federal incentive structure change, privatization might become more costly to states. For this and other reasons, include a cancellation clause in the RFP/contract that the state may cancel the contract with 90 days' notice without penalty, and language stating that the entire contract is dependent on available funding. (Local, full service.)

- Privatization is not a magic solution suitable and beneficial for every state and every situation. There are risks involved. Pick a contractor you want to represent you.

During the bidding process, if cost is the primary focus, that might lead to inadequate services, which means inadequate revenue for the state. Also, a more exploitative posture with employees probably means minimal benefits and training. That means a succession of short term employees and poor job performance. (PSI)

- In regard to contracting in the face of welfare reform, construct break even points: show formulas; guarantee no loss to the state; fund programs out of federal incentive payments. (Kumanga, GAO)

- I like the variety of having some offices run privately and some run by the district attorneys' offices and local governments. I hope we never have a single contractor statewide. I would be concerned about control. (Local, full service.)

- Handing over the cases we've given up on is a great idea. I wish we'd done that. That's money the state and kids will never get. (Local, full service.)

- Maintain oversight; build-in safeguards against "creaming"; hold contractors to a higher standard than is federally required. (Local, full service.)

- The state must be the boss. All of the companies should answer to the state; all complaints should be logged; there should be common practices, policies, procedures for both public and private agencies doing the job; there should be a built-in corrective action plan that's carried out if necessary. (Local, full service.)

- Watch out for self-serving advertisements (after the contracts are in place) that make the state look bad. (Local, full service.)

- Include disclaimer language in the RFP and contract stating that the numbers in regard to caseloads and collections may be inaccurate; make it the bidders' responsibility to sort that out so there is no liability to the state. (Local, full service.)

- Has it been cost-effective? I don't know. An independent report said yes, but critics have torn that report to pieces. We think the contractor has done an outstanding job, but the way the administration brought it in engendered fear and mistrust and that's been very difficult to overcome. The controversy is really over saving state jobs, even though the contractor absorbed all the staff that chose to accept and gave them better benefits, better resources, everything. (Local, full service.)

In most cases individuals refer to their own state's experiences; in a few cases, they refer to the experiences of other states. Some individuals were reluctant to comment, and while each

acknowledged benefits, some candidly expressed significantly ambiguous feelings about privatization.

We have attached a copy of the GAO report, several articles from issues of the *Child Support Report* (published by the OCSE), pertinent pages from the *Compendium of State Best Practices*, 2nd edition (OCSE), executive summaries from two analyses of contracts, and various other articles. We have also included information provided by two contractors. We hope this information is helpful. If you have questions or need further information, please let us know.

Attachments

September 14, 1994

MEMORANDUM

TO:

FROM: Paula d. Scavera
Legislative Analyst

RE: **Privatization of Child Support**
Research Request 95.012

You requested information concerning states that have turned to the private sector for service delivery of child support programs. You were interested in any state statutes that specifically allow contracting any child support services to private vendors. We spoke with authorities from the U.S. Department of Health and Human Services and the Arizona Department of Economic Security to obtain the following information.

Years ago, child support programs contracted for specific services to expedite the work of child support staff. Process servers and blood testing for paternity were the first areas that were put out to bid for private providers. Today, all aspects of child support services have been privatized in one state or another.

Child support contracts range from a single service to a combination of services. They may be implemented in one locale or statewide. Services may be contracted for certain classes of cases (such as closed arrearage cases) or for all cases. The most common contracts are described below.

Location and Collection

These contracts include finding the absent parent, verifying employment and assets, contacting the person by telephone, and preparing wage withholding documents for the state child support agency. States with various location and collection contracts include Arizona, Georgia, Massachusetts, Minnesota, Nevada, Texas, and Virginia.

Payment Processing

These contracts include services for receiving and paying child support, such as billing, recording deposit and receipt of payments, as well as account maintenance and audits, and electronic fund transfers. The four states that have privatized their child support payment processing are Colorado, Hawaii, Massachusetts, and New York.

Operation of Local Child Support Offices

Five states have full service contracts to run one or more local child support offices including location and collections tasks, payment processing and enforcing child support orders. These states are Arizona, Mississippi, Nebraska, Tennessee, and Virginia.

Most states have privatized certain segments of their child support program through administrative regulation rather than statutory authority. However, Arizona recently passed comprehensive child support legislation which included statutory authority for private sector involvement in child support collection. Attached is Arizona Chapter 374, SLA 1994, which includes on page 2278, Section 23, that "the department shall implement and evaluate programs that are designed to test the effectiveness of private sector involvement in child support collections enforcement."

We hope this information is useful to you, and if you need further assistance, please contact this office.

Attachments

ALPINE

FACSIMILE TRANSMITTAL SHEET

DATE: 9/29/99

TO: Mary Ann Pease

FAX #: 277-1006

FROM: Leisa Collins 265-6097

COMMENTS: CSED Special Performance Audit Request.

NO. OF PAGES FOLLOWING COVER: 3

FAX NUMBER (907) 265-1515

VERIFY NUMBER (907) 263-4414

ALASKA STATE LEGISLATURE

Senate
State Capitol
Juneau, Alaska 99801-1182
(907) 465-3800 - Phone
(907) 465-2811 Fax

Post-it® Fax Note 7671	Date 9/29 # of pages ▸ 3
To LISA Roberts	From Dave Larsen
Co./Dept.	Co. DLA
Phone #	Phone #
Fax # 865-1515	Fax #

REPRESENTATIVE
House

MEMORANDUM

TO: The Honorable Jeanette James
Legislative Budget and Audit Committee

From: Representative Mark Hodgins

Date: April 27, 1998

RE: CSED Special Performance Audit Request

I request that the Legislative Budget and Audit Committee conduct a performance audit of Child Support Enforcement Division, Department of Revenue. Child Support Enforcement Division is one the top constituent problem areas of state government. It is of grave concern for Alaskan Families. A CSED Performance Audit would give the legislature the necessary information to formulate changes to solve these problems and to make CSED user friendly.

CSED families have been traumatized already - they need a user-friendly approach. For example, many families that are directed to CSED have just gone through a divorce and the separation of children from a father or mother. These life changes have been likened to a death of a family member and highly stressful. It's times like this, that families need a helping hand and a straightforward approach to child support for both the custodial parent as well as the non-custodial parent.

For the above reasons I believe the proposed CSED - Performance Audit should include an examination and analysis covering at least the following areas:

(1) the current residential address of the children and parents covered by the case, the name of the adult having custody of the children, and the relationship of that adult to the children; if custody has changed since the current child support obligation was established, the audit shall determine whether the support order has changed accordingly and whether the new non-custodial parent is making support payments;

(2) when child support was supposed to be paid according to the applicable agency or court order, when and how much child support has been paid by the obligor, when

payments were received by the agency, when the agency posted the payments, and when and the amount of disbursement made to the obligee or other person;

(3) whether the support collected by the agency matches the applicable agency or court support order and, if they do not match, the reasons why they do not match;

(4) whether modifications of support orders have been made by the agency, the reasons for the modifications, and when and how the affected obligors were notified;

(5) whether proper legal notices were served on the obligor or the obligor's employer and whether postal return receipts related to legal notices are in the case file;

(6) whether an administrative hearing was requested, the date of the hearing, the time period between the request for a hearing and the date of the hearing, and, if a requested hearing did not occur, the reasons why the hearing did not occur;

(7) the reason for any collection of money from the obligor's accounts in financial institutions, whether the accounts were jointly held, and, if so, whether the other joint tenant was notified of the collection, and whether there was garnishment of wages, disability payments, or unemployment benefits occurring in the case;

(8) when letters or other correspondence were dated and mailed by the agency, with particular attention to whether predating or postdating of time-sensitive correspondence occurred;

(9) with respect to enforcement of an out-of-state order, whether the interstate agency specified the child support to be collected, whether the Alaska agency has modified the out-of-state order, and whether the Alaska agency has properly applied current collections to cover out-of-state interest or arrearages as well as current support obligations;

(10) with respect to enforcement of an out-of-state order, determination of the amounts that the issuing state has credited to the obligor's account and a review of the Alaska agency's records to determine if those amounts have been credited, and a determination of whether the other state issued a refund to the Alaska agency and, if so, to whom the Alaska agency credited the refund;

(11) whether tax refunds or permanent fund dividends of persons other than the obligor were seized and, if so, when, how much, and why;

(12) whether and why interest on arrearages has been charged when automatic income withholding has been used;

(13) whether the obligor's debt to the state based on welfare payments to the children exceeds the applicable child support obligation and, if so, why;

(14) in the case of arrearages, whether the arrearage began accruing before or after a family may have begun to receive welfare payments;

(15) whether interest imposed by the agency on arrearages was compound or simple interest, what the annual percentage rate was, and whether the interest started accruing based on the end of a month during which the payment was due or after the due date of the payment;

(16) whether court or agency records were altered by hand before they were received by an obligor or obligee and whether they were sent to the obligor and obligee in a timely manner by certified mail, return receipt requested;

(17) whether there were written requests by the obligor or obligee to a case worker, whether there was a response and what the response to the requests were, whether an informal or formal hearing was requested, whether a hearing was held, and what the result of the hearing was;
(18) other issues as determined by the legislative auditor.

As results of this audit may require Legislative action, I request the Committee direct the Division of Legislative Audit to give this request their highest priority with a completion date of December of 1998.

Thank you, for your consideration of this request.

cc: House and Senate Leadership
Legislative Budget and Audit Committee Members
Pat Davidson, Legislative Auditor

TO: Mary Anne Pease
277-1006

10-19-99

Hi Mary Anne:

Regarding my recommedation That employers be allowed to garnishee wages and send the child-support garnishment directly to the custodial parent under an alternative payment arrangement agreement -

I had an Attorney friend of mine research the legality of that suggestion ..... attached is his reply - I still believe that it is a viable recommedation and should be included in the report.

Thanks,

Gary Maxwell
277-3980
FAX -276-3980

KENNETH KIRK

Attorney at Law
425 G Street, Suite 720
Anchorage, Alaska 99501
907-279-1659 907-278-4119 (Fax)

October 19, 1999

To: Gary Maxwell
Via facsimile 276-3980

Re: your question about garnishment

Dear Gary,

You asked whether federal law prohibits arrangements under which an employer garnishes pay and sends it directly to the custodian. I have not had an opportunity to research this thoroughly, but I do not believe it does. If the parties agree, this should be an acceptable "alternative payment arrangement" permitted under the law.

Our CSED is notorious for blaming federal law any time they don't want something to happen. They know the federal laws on child support are obtuse and hard to find (especially the regulations) so they are rarely challenged on these claims. For instance, for years they claimed that they could not follow AS 25.27.195 (relief from administrative orders), except for welfare arrearages, because it was prohibited by federal law. The law in question happened to be a casual mention, with no particular importance attached, in a letter from the OCSE director. So, I suggest you insist CSED come up with some specific laws, and then review them carefully before accepting their word for it.

Sincerely,

Kenneth Kirk

LEGISLATIVE RESEARCH REPORT

NOVEMBER 4, 1999

REPORT NUMBER 00.015

IRS CONFIDENTIALITY REQUIREMENTS AFFECTING PRIVATIZATION OF CHILD SUPPORT ENFORCEMENT

PREPARED FOR REPRESENTATIVE JOHN COWDERY

BY PATRICIA YOUNG, LEGISLATIVE ANALYST

You wished to know if any U.S. Internal Revenue Service (IRS) rule or regulation on confidentiality precludes the privatization of state child support enforcement efforts. You asked for copies of any such federal provisions.

According to Robert Uhar, Office of Safeguards and Tax Credits with the Internal Revenue Service, nothing in the Internal Revenue Code precludes the possibility of privatization of child support enforcement services.[1] However, federal tax laws limit the IRS information about individuals that state agencies may release: agencies may release only the address, the social security number, and the amount of any tax overpayment that would be applied to past-due support.[2] The tax laws prohibit federal, state, and local child support agencies from disclosing other IRS information, even to private contractors performing child support enforcement services.

Thus, according to Mr. Uhar, states may privatize any enforcement function that can occur without other information supplied by the IRS. Functions such as paternity establishment, locating absent parents, and collections might readily be privatized; determination of assets, on the other hand, would likely prove more difficult.[3] In this regard, however, he notes that the actual source of the information is critical. If the information comes from a source other than the IRS, then it need not be protected. For example, IRS documents contain information on assets such as income from stocks and bonds, other investments, other dividends, interest-bearing accounts,

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[1] Robert Uhar, Office of Safeguards and Tax Credits with the Internal Revenue Service, can be reached at (202) 622-3367.

[2] Confidentiality requirements relating to child support agencies are codified in the Internal Revenue Code at 26 U.S.C. § 6103 (l)(6) and (10), and § 6402 (c). Copies of these sections are attached.

[3] Mr. Uhar suggests that Ms. M. Berumen, disclosure officer for the IRS Pacific Northwest region, would be a helpful resource in developing privatization plans for child support enforcement services. Ms. Berumen may be reached at (206) 220-5678.

and lottery winnings. The IRS releases such documents only to the federal, state, and local child support agencies, and those agencies may not disclose such information. Child support agencies may, however, disclose any asset information they have independently verified.

Donna Bonar, Director of Program Operations with the federal Office of Child Support Enforcement (OCSE), notes that OCSE and the IRS disagree on the meaning of "local child support agency." The IRS considers "local child support agencies" to refer only to governmental agencies, and not to contractors. According to the OSCE, contractors who are subject to the same regulations and restrictions as state agencies may be considered "local child support agencies" and may, therefore, have access to IRS information. Ms. Bonar notes that the issue is currently in dispute, and the Department of Health and Human Services' general counsel has recently sent a brief to the IRS general counsel arguing, in effect, that the IRS is not in a position to define the child support laws.[4]

Despite that significant disagreement between the agencies, Ms. Bonar concurs with Mr. Uhar in regard to what information is protected from disclosure. They likewise concur in regard to enforcement functions that states might readily privatize.[5]

I hope you find this information useful. Please let us know if you have questions or need further information.

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[4] We requested a copy of the brief and will forward it to you when it is available.

[5] Donna Bonar, Director of Program Operations with the federal Office of Child Support Enforcement, may be reached at (202) 401-9271. Although we refer to certain functions being "readily privatized," we acknowledge that in actuality, a state child support enforcement agency might have considerable difficulty segregating confidential IRS information into files that are inaccessible to contractors.

Title 26 U.S.C. § 6103 (l)(6) Disclosure of return information to Federal, State, and local child support enforcement agencies

(A) Return information from Internal Revenue Service
The Secretary may, upon written request, disclose to the appropriate Federal, State, or local child support enforcement agency -

(i) available return information from the master files of the Internal Revenue Service relating to the social security account number (or numbers, if the individual involved has more than one such number), address, filing status, amounts and nature of income, and the number of dependents reported on any return filed by, or with respect to, any individual with respect to whom child support obligations are sought to be established or enforced pursuant to the provisions of part D of title IV of the Social Security Act and with respect to any individual to whom such support obligations are owing, and

(ii) available return information reflected on any return filed by, or with respect to, any individual described in clause (i) relating to the amount of such individual's gross income (as defined in section 61) or consisting of the names and addresses of payors of such income and the names of any dependents reported on such return, but only if such return information is not reasonably available from any other source.

(B) Disclosure to certain agents
The following information disclosed to any child support enforcement agency under subparagraph (A) with respect to any individual with respect to whom child support obligations are sought to be established or enforced may be disclosed by such agency to any agent of such agency which is under contract with such agency to carry out the purposes described in subparagraph (C):

(i) The address and social security account number (or numbers) of such individual.

(ii) The amount of any reduction under section 6402(c) (relating to offset of past-due support against overpayments) in any overpayment otherwise payable to such individual.

(C) Restriction on disclosure
Information may be disclosed under this paragraph only for purposes of, and to the extent necessary in, establishing and collecting child support obligations from, and locating, individuals owing such obligations.

Title 26 U.S.C. § 6103 (l)(10) Disclosure of certain information to agencies requesting a reduction under section 6402(c) or 6402(d)

(A) Return information from Internal Revenue Service
The Secretary may, upon receiving a written request, disclose to officers and employees of any agency seeking a reduction under subsection (c) or (d) of section 6402 and to officers and employees of the Department of the Treasury in connection with such reduction -

(i) taxpayer identity information with respect to the taxpayer against whom such a reduction was made or not made

and with respect to any other person filing a joint return with such taxpayer,
(ii) the fact that a reduction has been made or has not been made under such subsection with respect to such taxpayer,
(iii) the amount of such reduction,
(iv) whether such taxpayer filed a joint return, and
(v) the fact that a payment was made (and the amount of the payment) to the spouse of the taxpayer on the basis of a joint return.

(B) Restriction on use of disclosed information
Any officers and employees of an agency receiving return information under subparagraph (A) shall use such information only for the purposes of, and to the extent necessary in, establishing appropriate agency records, locating any person with respect to whom a reduction under subsection (c) or (d) of section 6402 is sought for purposes of collecting the debt with respect to which the reduction is sought, or in the defense of any litigation or administrative procedure casuing from a reduction made under subsection (c) or (d) of section 6402.

Title 26 U.S.C. § 6402 (c). Offset of past-due support against overpayments

The amount of any overpayment to be refunded to the person making the overpayment shall be reduced by the amount of any past-due support (as defined in section 464(c) of the Social Security Act) owed by that person of which the Secretary has been notified by a State in accordance with section 464 of the Social Security Act. The Secretary shall remit the amount by which the overpayment is so reduced to the State collecting such support and notify the person making the overpayment that so much of the overpayment as was necessary to satisfy his obligation for past-due support has been paid to the State. A reduction under this subsection shall be applied first to satisfy any past-due support which has been assigned to the State under section 402(a)(26) [1] or 471(a)(17) of the Social Security Act, and shall be applied to satisfy any other past-due support after any other reductions allowed by law (but before a credit against future liability for an internal revenue tax) have been made. This subsection shall be applied to an overpayment prior to its being credited to a person's future liability for an internal revenue tax.

Memorandum

To: Co-Chairs: Representative John Cowdery
Senator Jerry Ward

From: John Main, Revenue Subcommittee Member

Date: 11/02/99

Re: IRS response to use of IRS Form 1099 by private contractors of Child Support.

Attached is the response by Robert Uhar, Special Agent, Office of Safeguards, IRS as request by myself concerning information he presented at the Administration of Children and Families (ACF) Users Group meeting held on October 18-20, 1999 at Cocoa Beach, Florida. Additionally, at the meeting SA Uhar said that no contractor could have any access to any program or database where IRS Form 1099 may reside. This is to include those contractors doing programming for Child Support Enforcement agencies.

Office of Child Support Enforcement (OCSE), Washington, DC disagrees with the IRS in some of the areas that they claim need to be safeguarded. They are currently discussing these issues with the IRS, Washington, DC. However, OCSE did agree with the IRS in some areas after they were audited and found that they needed to correct safeguarding issues as well. An example of how the IRS is treating the safeguarding of their information was stated by Donna Bonar, Director, OCSE. She stated that they agreed with the IRS that a contracted courier service that transports the IRS 1099 magnetic tape information from one office of OCSE to another was a violation. The courier service was bonded and had to sign the confidentiality statements required by OCSE.

Furthermore, SA Uhar stated that if IRS Form 1099 information is currently available to private contractors of child support enforcement those states that have allowed this to happen would be told that they can't renew the contracts. Additionally, the IRS will advise states that planned to let contracts to private contractors that they cannot do so as long as private contractors may have access to IRS Form 1099 information.

The difficulty SA Robert Uhar's response poses is that IRS Form 1099 information permeates all of the information currently held by CSED within its physical case files and computerized case management database.

November 2, 1999

To: John Main – Alaska

From: Bob Uher – IRS
Office of Safeguards

Subject: Child Support Enforcement

John, as we discussed on Monday, November 1, 1999, IRS provides the Federal Office of Child Support Enforcement (OCSE) with FPLS and Form 1099 tax return information. OCSE provides this information to the state child support enforcement agencies (CSEA). Effective 1/1/99, Treasury's Financial Management Services (FMS) provides the tax refund offset (TRO) data to state CSEA. The relevant Internal Revenue Code (IRC) sections are:

- 6103(l)(6) – Disclosure of Return Information to Federal, state and Local Child Support Enforcement Agencies,
- 6103(l)(10) Disclosure of Certain Information to Agencies requesting a Reduction under Section 6402(c) or 6402(d) – (tax refund offsets).

Internal Revenue Code Section 6103(l)(6)(B) states that the *following information* disclosed to any child support enforcement agency with respect to any individual to whom child support obligations are sought to be established or enforced may be disclosed by such agency *to any agent* of such agency which is under contract with such agency to carry out the purposes described in 6103(l)(6)(C):

- The amount of the tax refund offset (TRO),
- The taxpayer's/absent parent's social security number,
- The taxpayer's/absent parent's address,

Internal Revenue Code Section 6103(l)(6)(C) states that the 3 pieces of information noted above can be disclosed only for the purpose of, and to the extent necessary in establishing and collecting child support obligations from and locating individuals owing such obligations.

The 3 pieces of information are the only information that may be disclosed to a contractor to which a state child support enforcement agency has assigned responsibilities with respect to the collection and distribution of child support under a state's Title IV-D program. The contractor may only redisclose such tax information to the same extent, as the child support enforcement agency is itself, authorized to do so.

Therefore, no Form 1099 information can be disclosed to a contractor for any reason.

To the extent that a contractor is operating or accessing the State Case Registries of Child Support Orders, or operating the automated disbursement unit, such contractor would be limited to the 3 items of tax data noted above and any redisclosure would be limited as noted above.

Neither child support enforcement agencies, nor their contractors have authority under IRC Section 6103(l)(7) to disclosure TRO tax information to agencies responsible for administering programs such as TANF, Food Stamps, SSI, etc.

As for storage of federal tax information, the specific situations must be carefully reviewed. Normally, when the physical control of storage is maintained by the state agency, there is more assurance we have that the necessary safeguards are in place.

Please give me a call if you wish to discuss further.

Corrected Version 10-28-99

Sec 3

PRIVATIZATION REPORT

Alcohol Beverage Control Board

By John Main

I. The Alcoholic Beverage Control (ABC) Board consists of five members appointed by the Governor and confirmed by the Legislature. Two of the members are associated with the liquor industry and three members represent the public (AS.O4.06.020). The ABC Board is an independent policy, regulatory, and quasi-judicial entity that is within the Department of Revenue for administrative purposes only (AS 04.06.010).

II. The budget for the ABC Board is in the Alcoholic Beverage Control Board BRU consisting of a single Component of the same name.

III. The operations of the ABC Board are funded entirely by program receipts to the General Fund derived from liquor license fees, permit fees, application fees, fines, penalties, and service fees. The ABC Board also refunds all applicable retail liquor license fees to municipalities that enforce local, state, and federal liquor laws. The ABC Board budget for FY 2000 is $636, 200.

IV. The revenue collected from fees, fines and penalties generally total between $1.7 and $1.93 million. The funding for the ABC Board operation has consistently been about $640,000. About $800,000 is refunded to local governments with the remaining funds, between $250,000 and $360,000, going to the general fund. The alcoholic beverage industry also pays taxes of between $11.5 to $12 million per year collected by the Division of Income and Excise Audit, Department of Revenue.

V. The 21st Amendment to the United State Constitution repealed the national prohibition of alcoholic beverage and delegated the regulation of this class of products to the states. This is the main reason that alcohol regulation varies so much from state to state. Alaska has historically, and remains, more private sector oriented as a "License State" that chooses to regulate private businesses engaged in retail sales, wholesale trade, and manufacturing of alcohol products. "Control States" actually engage in portions of the alcohol trade by operating directly or contracting out the operation of retail package stores and/or some aspects of wholesales and storage of alcoholic products. Some "Control States" are moving to privatize some or all of these state-controlled businesses.

Article III, Section 26 of the Alaska Constitution establishes boards and commissions with members appointed by the Governor and confirmed by the Legislature meeting in joint session. Title 4 of the Alaska Statutes contains the alcoholic beverage laws for Alaska and AS 04.06.010 establishes the ABC Board. AS 04.06.020 sets out the qualifications and appointment method for five board members, AS 04.06.070 addresses the appointment and removal of the ABC Board Director, and AS 04.06.090 sets the broad powers and duties of the ABC Board.

VI. The Mission of the ABC Board is "To protect the health, safety, and welfare of Alaskans by limiting the misuse of alcohol." Some of the Alaska's most significant social, criminal, and health problems can be traced to the misuse of alcoholic beverages. The focus of the ABC board in addressing these large problems is the point of sale or access between the retail seller and the consumer. Misuse of alcohol in this context would include sale and consumption by an intoxicated person, sale and possession by a juvenile (under 21 years of age) and sale in areas of the state that have banned alcohol sale or possession. The ABC Board's goals for the next year are to "reduce underage access to alcoholic beverages" and "reduce alcohol related accidents and deaths."

VII. The ABC board has nine employees. The five board members are volunteers who receive travel and per diem only. Additionally, the ABC Investigators need to possess training and a professional background in law enforcement due to the nature of their enforcement efforts.

VIII. The ABC Board manages its licenses on a Microsoft Access based system and provides a great deal of information via its web site. The ABC Board is working to provide application forms and additional information on it Internet site.

IX. The ABC Board has no agency contracts.

X. At present the only privatization practice is the difference between the "Control States and the License States". Since the State of Alaska is a "License State" we have already privatized the retail sales, wholesale trade and manufacturing of alcohol products. Additionally, alcohol server training is provided by private organizations. The ABC Board approves the curriculum. The ABC staff often talks to the trainers of alcohol servers. The issue of possibly giving the retail licensing to the local cities was raised. Municipality of Anchorage Assemblyman George Wuerch was asked what he thought of this concept. Assemblyman Wuerch said that it would politicize the process and he wasn't in favor of giving it to the local cities but keeping it with a state agency. He was in favor of more tobacco enforcement though.

XI. Recommendation:

Modify the ABC Board responsibilities to include tobacco and gaming enforcement by passing legislation that would place the tobacco and gaming enforcement under the ABC Board. Incorporate the personnel, budgets and funding sources from both the Divisions of Income and Excise Tax (Charitable Gaming) and Division of Public Health (Tobacco Enforcement) into the Division of Alcohol Beverage Control Board's personnel, budget and funding sources.

XII. Rationale:

This would take the responsibilities of three agencies and place them under one agency. This should increase the effectiveness and efficiency of the three programs by combining them under one agency that has one board that would oversee all three programs.

The investigative personnel could be combined or increased to enforce all pertinent laws and regulations. There are many states that are adopting this method of regulating these areas. There are 18 states that combine enforcement of alcohol and tobacco. There are seven states that combine alcohol and gaming.

An example of what this new revised agency could be doing is in the area of tobacco enforcement. Currently, the Division of Public Health, Department of Health and Social Services oversees the tobacco enforcement for the State of Alaska and the FDA through a grant. The agency contracts with local police departments and local police officers to oversee undercover activities that use minor children to catch violators.

The contract enforcement with the local police departments and contract enforcement with individual police officers netted or credited by FDA standards 1072 visits to retail stores since the investigations started in November 1998. 579 of these visits resulted in complete investigations. The breakdown below is what was accomplished during this time. (Note: most of this enforcement was accomplished during the last 8-9 months.)

Department	Contract	Billing & to be billed	Visits
Anchorage PD	$112,000	$65,392	450
Fairbanks PD	27,022	2,750	38-40
Homer PD	32,800	15,757	200
North Pole PD	15,869	8,698	60
Soldotna PD	8,202	4,288	40
Contract Officers (3)	20,000	12,300	150
Subtotal contracts	**$215,893**	**$109,185**	**940**

Additionally,		
Juneau State Staff	?	150
Total		**1090**

This is approximately 500 visits less than was required under the FDA contract.

Anchorage Student Interns (Minors) Approximately 400 at $12.68 per hour.

The contractors charge per hour is below:

Anchorage PD	$60.00 per hour per officer
Fairbanks PD	$50.00 per hour per officer
Homer PD	Not provided
North Pole PD	$40.00 per hour per officer
Soldotna PD	Not provided
Contract Officers (3)	$40 per hour per officer plus travel & food costs
Juneau State Staff	Not provided

Additionally, the Division of Public Health awarded contracts totaling $20,000 to the Anchorage PD, Fairbanks PD and Homer PD to enforce state tobacco laws from a budgeted $200,000. The other monies went as grants to local community organizations for tobacco coalition activities and cessation campaign, funding a part-time position for surveying the use of tobacco products by youth and providing funds to the Department of Law and Department of Commerce and Economic Development for various enforcement activities.

Next years proposed cost is $263,795 of which $174,000 is for contracted services.

Included is the proposed concept that I requested Alcohol Beverage Control Board Division to provide with the premise that the division would receive all the funds now given to the other agencies and the part of the personnel without counting Administration, Auditors and Support Staff. Since this is conceptual in nature it would need additional work but I believe the premise is accurate.

PROPOSAL IN BRIEF FOR THE COMBINATION OF ALCOHOL, TOBACCO, AND GAMING ENFORCEMENT FOR THE STATE OF ALASKA
September 14, 1999

CONCEPT

Presently, the enforcement of the controlled and highly regulated substances of beverage alcohol and tobacco and the controlled activity of charitable gaming are carried out by three separate organizations. The Alcoholic Beverage Control Board regulates alcoholic beverages and is authorized to enforce gambling and prostitution on licensed premise to under Title 4 of Alaska Statutes. Program receipts from license fees and permits fund the ABC function. Enforcement of the ban on tobacco sales to persons under 19 years of age is done by the Department of Health and Social Services, Division of Public Health, Section of Community Health and EMS using grants funds from the Federal Food and Drug Administration. The Department of Revenue, Division of Income and Excise Audit perform charitable gaming enforcement and tobacco and alcohol tax collection enforcement. Tobacco enforcement of the ban on sales to minors is done by contracting with local police departments for enforcement of state statutes regarding the sale of tobacco products. Combination of these enforcement functions may present opportunities to more effectively and efficiently regulate legal controlled substances and controlled activities. Eighteen other states have combined alcohol and tobacco enforcement and seven states combine alcohol and gaming.

STRUCTURE

The enforcement of alcohol beverage laws is presently understaffed and under funded. There are two fewer investigators now working for the ABC Board than it had prior to construction of the Trans-Alaska Pipeline. One of the benefits that the ABC Board would want to see in any type of consolidation would be increased enforcement efforts to reduce sales of alcohol to underage persons and other major alcohol law violations. The staffing required for minimal effective enforcement of alcohol laws is six investigators. It is anticipated that tobacco enforcement would require a minimum of two full time equivalent investigators. Gaming is presently under staffed with only two investigators statewide. Gaming needs a third position, but might benefit in a pooled enforcement agency to get more services over and above the two FTEs it presently has on staff. A clerk typist would be needed to provide clerical support. The enforcement team would be as follows:

Alcohol Enforcement	6 Investigators
Tobacco Enforcement	2 Investigators
Gaming Enforcement	2 Investigators
Total	10 Investigators + one clerical position

Many of the same businesses are engaged in alcohol, tobacco, and charitable gaming activities. Having a single agency represented by a single investigator involved in the oversight of this business would promote efficiency and effectiveness.

OVERSIGHT AND POLICY DEVELOPMENT

This consolidation of enforcement raises a question regarding the role to the ABC Board, an independent regulatory and quasi-judicial agency. The main reason that consolidation of charitable gaming and assignment of tobacco sale enforcement were not viable options earlier was the clear and specific statutory mandate given to the ABC Board to focus on regulation of beverage alcohol only within Alaska. The role of the ABC Board, its membership, and other fundamental aspects of Title 4 may need to be amended to accommodate the inclusion of tobacco and gaming under the alcohol enforcement umbrella. Alternatively, the ABC Board could remain focussed on alcohol regulation, but its director and staff would take on the other duties outside of its jurisdiction. This option accomplishes the goal of consolidation and efficiency within the existing statutory structure.

LICENSING AND AUDIT

The other side of enforcement is the licensing and audit functions that are a critical part of regulating controlled activities. Three staff that are constantly challenged to meet the demands of licensees and prospective licensees carry out the ABC licensing function. The Department of Commerce and Economic Development provide tobacco permits. Tobacco stamps do not require the extensive local review and background checks required in alcohol beverage licensing. Gaming permits are issued to operators and charities by the charitable gaming section of the Division of Income and Excise Audit. Further investigation and discussion needs to take place to see how these components of regulating alcohol, tobacco, and gaming may be aligned or consolidated to create greater efficiency and effectiveness.

CONCLUSION

This recommendation if adopted may possibly bring about a more efficient and effective governmental agency. If however, this recommendation is not adopted the minimum that should occur is the changing of Title 4 so that the ABC Board can enforce other state laws such as the tobacco statutes and then contract with the Division of Public Health to enforce their laws while conducting their enforcement actions.

Attachments:

Chart (ABC Enforcement Nationwide)
Division of Public Health Business Proposal for tobacco enforcement

Division of Public Health Technical Proposal for tobacco enforcement
Appendix A (Proposed FDA Project Quality Control Plan from Division of Public Health

Website information from various states on their alcohol and tobacco enforcement.

ABC ENFORCEMENT NATIONWIDE

STATE	ALCOHOL	TOBACCO	GAMING	POPULATION 1998 (1000)	% CHANGE 1990 - 1998
Alabama	X			4,352	7.7
Alaska	X			614	11.6
Arizona	X			4,669	27.4
Arkansas	X			2,538	8
California	X			32,667	9.7
Colorado	X	X		3,971	20.5
Connecticut	X			3,274	-0.4
Delaware	X			744	11.6
District of Columbia	X			523	-13.8
Florida	X	X		14,916	15.3
Georgia	X	X		7,642	18
Hawaii	county	county		1,193	7.6
Idaho	X			1,229	22
Illinois	X	X		12,045	5.4
Indiana	X	X		5,899	6.4
Iowa	X			2,862	3.1
Kansas	X			2,629	6.1
Kentucky	X			3,936	6.8
Louisiana	X	X		4,369	3.5
Maine	X			1,244	1.3
Maryland	X	X	X	5,135	7.4
Massachusetts	X			6,147	2.2

ABC ENFORCEMENT NATIONWIDE

STATE	ALCOHOL	TOBACCO	GAMING	POPULATION	% CHANGE
Michigan	X			9,817	5.6
Minnesota	X		X	4,725	8
Mississippi	X			2,752	6.9
Missouri	X			5,439	6.3
Montana	X	X	X	880	10.2
Nebraska	X	X		1,663	5.3
Nevada	county	county	county	1,747	45.4
New Hampshire	X	X		1,185	6.8
New Jersey	X			8,115	4.7
New Mexico	X		X	1,737	14.6
New York	X			18,175	1
North Carolina	X	X		7,546	13.8
North Dakota	X			638	-0.1
Ohio	X			11,209	3.3
Oklahoma	X	X	X	3,347	6.4
Oregon	X			3,282	15.5
Pennsylvania	X			12,001	1
Rhode Island	X			988	1.5
South Carolina	X		X	3,836	10
South Dakota	X	X		738	6.1
Tennessee	X		drugs	5,431	11.3
Texas	X			19,760	16.3
Utah	X			2,100	21.9
Vermont	X	X		591	5

ABC ENFORCEMENT NATIONWIDE

STATE	ALCOHOL	TOBACCO	GAMING	POPULATION	% CHANGE
Virginia	X		X	6,791	9.7
Washington	X	X		5,689	16.9
West Virginia	X			1,811	1
Wisconsin	X	X		5,224	6.8
Wyoming	X			481	6

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(Revised July 14, 1999)

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BUSINESS PROPOSAL
(Revised July 14, 1999)

The following business proposal is predicated on all the terms and conditions of the United States Department of Health and Social Services Federal Food and Drug Administration (FDA) request for proposals (RFP) #223-98-4813.

A. Cost Data/Budget, Budget Specification, Budget Justification

The Section of Community Health and Emergency Medical Services (CHEMS), Division of Public Health, Department of Health and Social Services, will receive contract funds. Contract funds will be combined with in-kind support from CHEMS, the Division of Alcoholism and Drug Abuse (DADA), and local police departments under contract with the State to implement various components of the proposed project.

Following is a budget summary for the project, assuming a one-year contract.

Budget Summary for Project to Enforce 21 CFR 897.14 (a) & (b)
(Revised July 14, 1999 to reflect modifications described in narrative.)

Object Class Category	Federal Funds	In-kind	Total
Personal Services (Direct Labor)	43,072	2,309	45,381
Fringe Benefits (Direct Labor)	11,993	693	12,686
Travel	17,321	0	17,321
Contractual Services (Subcontracted Effort)	154,000	20,000	174,000
Supplies (Direct Materials)	250	1,000	1,250
Equipment (Special Equipment)	0	3,000	3,000
Other Direct Costs	2,550	1,000	3,550
Total Direct Costs	**229,186**	**28,002**	**257,188**
Indirect Costs (Overhead, General, and Administrative Expenses)	6,607	0	6,607
TOTAL:	**235,793**	**28,002**	**263,795**

The budget is based on the following four objectives:

Objective 1: Conduct at least 2 investigations in 100 percent of the retail stores that sell tobacco products, other than stores with limited entry of 21 years of age or older, in a minimum of 47 communities in the state, for a minimum total of 1,600 investigations.

Objective 2: Conduct a follow-up investigation of all retail stores that sold a tobacco product as part of an investigation conducted under Objective 1. These

follow-up investigations will be completed within 90 days of receipt of noncompliance revisit forms from the FDA.

Objective 3: Conduct a follow-up investigation of all retail stores that sold a tobacco product during a subsequent investigation. These follow-up investigations will be completed within 90 days of receipt of noncompliance revisit forms from the FDA.

Objective 4: As a result of the implementation of the State's quality control program, reduce the number of investigation forms returned for modification by 50 percent.

Following is a specification/justification for the proposed budget.

Personal Services and Fringe Benefits (Direct Labor)

Federal Funds	**$55,065**
In-Kind Funds	**$3,002**
Total	**$58,067**

Federal:

$30,408 Salary of .5 FTE Health Program Manager II for 12 months. Larry Bussone, Health Program Manager II, will serve as FDA State Project Coordinator for the project. Mr. Bussone will be responsible for overall coordination of the project, administration of federal contract funds, administration of contracts to police departments and individual police officers, submittal of quarterly reports, and maintenance and implementation of the State's quality control plan. Mr. Bussone also will complete investigations and will train additional FDA officers and minors as necessary.

$5,000 Total hourly wage of 4 CHEMS staff who have been commissioned by the FDA and who will complete investigations in southeast Alaska and outlying communities in the state, and for one of the four, who will provide support with quality control efforts. The four staff and their hourly wages are as follows: Lance Brown, Administrative Clerk II, hourly wage $14.68; Melanie White, Administrative Clerk III, hourly wage $18.87; Susan Mason-Bouterse, Health Program Manager II, hourly wage $28.03; and Kim Busch, Medical Assistance Administrator IV, hourly wage $36.78. Because of the large difference in cost for the four staff, as much of the work as possible will be accomplished by Mr. Brown and Ms. White (Ms. White will provide support with quality control). It will be only in rare instances that Ms. Mason-Bouterse or Ms. Busch will become involved in investigations. However, to have

these two women available for travel with a minor (along with an adult male) is important.

$7,664 Total hourly wage of up to 12 minors employed by the State of Alaska to participate in investigations in southeast Alaska, Anchorage, and outlying communities (total of 800 hours at $9.58 per hour).

$43,072 Total personal services.

$9,538 Benefits costs for .5 FTE Health Program Manager II for 12 months. (at a benefits rate of 31.4 percent.)

$1,750 Benefits costs for 4 CHEMS staff who will participate in the project (at an average benefits rate of 35.0 percent). Benefits for the four staff range from 30.5 percent for Ms. Busch to 44.1 percent for Mr. Brown. Not knowing who many hours each of the four staff will work, we have set a very conservative benefits rate of 35.0 percent.

$705 Benefits costs for minors to be used in investigations (at a benefits rate of 9.2 percent).

$11,993 Total benefits.

In-Kind:

$2,309 Personal services in-kind from the State will include 25 hours of the salary of Mark Johnson, Chief of CHEMS (at $39.62 per hour), and 50 hours of Mary Collins, Research Analyst III for DADA (at $26.36 per hour).

$693 Benefits for Mr. Johnson and Ms. Collins (at an average benefits rate of 30.0 percent). Again, the benefits for Ms. Mason-Bouterse are not included as in-kind.

$3,002 Total in-kind for personal services.

Travel:

[Federal Funds	*$18,821*
In-Kind Funds	*$0*
Total	*$18,821]*
Federal Funds	**$17,321**
In-Kind Funds	**$0**
Total	**$17,321**

Please be aware that the "Technical Proposal" calls for two visits two every retail store that sells tobacco products but not alcohol in 47 communities in the state. Please also be aware of the following: (1) 12 of the 47 communities where investigations will be completed can be reached only by air; (2) investigations in several of the communities to be visited require drives of over 200 and 300 miles round trip; (3) any investigations conducted by the State FDA Project Coordinator, CHEMS staff, or minors employed by the State and stationed in Juneau, other than investigations in Juncau, require air travel; and (4) the costs of air travel in Alaska is very expensive.

Travel costs projected for the State of Alaska will include the following: (1) travel of CHEMS staff and a minor for investigations in southeast Alaska (4 communities twice during the project period) and outlying communities, as necessary, and any potential possible re-visit trips because of noncompliance during the second and subsequent trips; (2) travel of the FDA State Project Coordinator **and two State staff members** to Anchorage to conduct a "refresher course" for personnel from contracted police departments as part of the State's quality control plan; (3) travel of the FDA State Project Coordinator and a minor for investigations in outlying communities, as necessary; (4) travel of minors employed by the State of Alaska and stationed in the Municipality of Anchorage for investigations in outlying communities, as necessary; [*(5) travel of the FDA State Project Coordinator to the national FDA conference, if it occurs and if out-of-state travel is allowed by the State (currently, the State is disallowing almost all out-of-state travel, even that supported by federal funds); and (6)*] **and (5)** any travel required of the FDA State Project Coordinator for technical assistance, training of officers, and quality control.

Much of this travel is uncertain, as explained below:

(1) The only certain travel of that listed above is the 8 trips to complete investigations in southeast Alaska and the travel of the FDA State Project Coordinator to Anchorage to conduct the refresher course. Even the investigation trips have a degree of uncertainty, in that additional trips will be required if noncompliance occurs during the second and subsequent visits to these communities ("subsequent" meaning if noncompliance occurs on a re-visit for non-compliance after the second visit).

(2) All travel related to investigations in outlying communities (i.e., for CHEMS staff and minors employed by the State) depends on what communities will not be visited by personnel from contracted police departments or individually contracted police officers, as well as the level of noncompliance during the second and subsequent visits in these outlying communities investigated. As many of the communities as possible will be visited through contractual arrangements, and the communities to be visited under contract with police departments will be established during the first 30 days of the beginning of the project as contracts are negotiated. Contracts with police officers will be negotiated shortly thereafter. Still, it is likely that CHEMS staff, including minors

employed by the State, will need to travel to some of these outlying communities to complete investigations.

[*(3) Travel of the FDA State Project Coordinator to a national conference depends upon the FDA sponsoring such a conference and the current out-of-state travel freeze for State of Alaska employees being lifted.*]

(3) Travel of the FDA State Project Coordinator for technical assistance, training of officers, and quality control depends on the need that arises. Most, if not all, technical assistance and quality control activities can be achieved by telephone and telefax. Most training of police officers can be done by police officers already commissioned by the FDA. Still, there might be some need for travel for these purposes.

With the above considerations in mind, following are the anticipated travel costs:

$3,000	Two CHEMS staff and one minor to Ketchikan two times (requires overnight stay)	
	$1,320	Total cost of airfares
	$886	Total cost of lodging
	$504	Total cost of per diem (funds for meals)
	$140	Total cost of rental car and gas
	$150	Total cost of ferry from airport to city
$3,000	Two CHEMS staff and one minor to Petersburg two times (requires overnight stay)	
	$1,350	Total cost of airfares
	$800	Total cost of lodging
	$504	Total cost of per diem (funds for meals)
	$140	Total cost of rental car and gas
$1,292	Two CHEMS staff and one minor to Sitka two times	
	$900	Total cost of airfares
	$252	Total cost of per diem (funds for meals)
	$140	Total cost of rental car and gas
$1,232	Two CHEMS staff and one minor to Haines two times	
	$840	Total cost of airfares
	$252	Total cost of per diem (funds for meals)
	$140	Total cost of rental car and gas
[*$2,500*	*Potential costs of two CHEMS staff and one minor re-visiting a community where noncompliance occurs during the second and subsequent visits to a community*]	

$1,906 **Potential costs of two CHEMS staff and one minor re-visiting a community where noncompliance occurs during the second and subsequent visits to a community**

[$297 FDA State Coordinator to Anchorage to conduct a refresher course for personnel from contracted police departments

[$220 Total cost of airfares
$42 Total cost of per diem (funds for meals)
$35 Total cost of rental car and gas]

$891 **State Coordinator and two State staff members to Anchorage to conduct a refresher course for personnel from contracted police departments**

$660 Total cost of airfares
$126 Total cost of per diem (funds for meals)
$105 Total cost of rental car and gas]

$5,000 Potential costs of State FDA Coordinator and/or CHEMS staff and minors employed by the State traveling to outlying communities for investigations

[$1,500 Potential cost of State FDA Coordinator to attend FDA national conference]

$1,000 Potential cost of State FDA Coordinator providing technical assistance, training, or quality control to contracted police departments

[$18,821 Projected potential travel costs]

$17,321 **Projected potential travel costs**

Contractual Services (Subcontracted Effort)

Federal Funds	**$154,000**
In-Kind Funds	**$20,000**
Total	**$174,000**

Contractual costs also can only be estimated. Contracts will be awarded to six police departments and, as needed, to individual police officers (who already are commissioned by the FDA). Police departments will complete investigations in their own jurisdictions, nearby communities, and, in some instances, outlying communities. Individually contracted police officers will conduct investigations in outlying communities, as needed.

Experience from the current FDA project has shown that the amount of funding for individual contracts can change, as police departments become more efficient and can complete more investigations per hour than anticipated, as they agree to complete investigations in outlying communities, as they find the level of noncompliance more than anticipated (requiring more re-visits than expected), and so forth. Likewise, until police departments commit to investigations in outlying communities, the amount of funding necessary for contracts with individual police officers is uncertain.

The communities to be visited under contract with police departments will be established during the first 30 days of the project as contracts with them are negotiated. Contracts with individual police officers will be negotiated after police departments have committed to investigations in specific outlying communities. Contracts with these individual officers will include as many of the remaining outlying communities as possible (thereby reducing the number of communities to which the FDA State Project Coordinator and/or CHEMS staff must travel).

Based on contracts established, and sometimes amended, with police departments for the current FDA enforcement project, as well as activities accomplished under these contracts, projected contracts with police departments are as follows:

Federal:

$63,000	Anchorage Police Department
$15,000	Homer Police Department
$27,000	Fairbanks Police Department
$15,000	North Pole Police Department
$9,000	Palmer Police Department
$5,000	Soldotna Police Department
$134,000	**Total contract awards to police departments**

Contracts will include hourly wages and benefits for police officers (which vary by police department), hourly wage and insurance coverage for minors employed by the police departments (for four of the six departments), "buy funds," and travel costs when the police departments travel outside their own jurisdiction (either in surrounding communities in their borough or to outlying communities). It is standard police department practice in Alaska to work two police officers together when accompanying minors; this standard practice is reflected by the amount of the awards.

$20,000	Maximum cost of contracts with individual police officers, depending on the number of trips these officers need to make to outlying communities.
$154,000	**Total for contractual services.**

Inkind:

$20,000	Police departments under contract will contribute approximately $20,000 in-kind through the use of their own vehicles, computer equipment, fax machines, administrative time (contract administration, billing, reporting requirements, etc.), and rental space for maintenance of evidence.

Supplies (Direct Materials)

Federal Funds	**$250**
In-Kind Funds	**$1,000**
Total	**$1,250**

Federal:

$250	Funds for tobacco purchases for investigations completed by FDA State Coordinator and CHEMS staff.

In-Kind:

$1,000	Approximately $1,000 in in-kind supplies (office and copying supplies)

Equipment (Special Equipment)

Federal Funds	**$0**
In-Kind Funds	**$3,000**
Total	**$3,000**

There will be no equipment purchases under this contract. Approximately **$3,000 in in-kind equipment from CHEMS** will be contributed (use of department vehicle during investigations, computer equipment, fax machine, copier, and telephone).

Other Direct Costs

Federal Funds	**$2,550**
In-Kind Funds	**$1,000**
Total	**$3,550**

Federal:

$1,000	$500 for postage and $500 for telephone charges for overall coordination of project.

$1,550	One-half of the rental costs for space occupied by the project coordinator/lead staff for the 12 month period.
$2,550	**Total for other direct costs.**

In-Kind:

$1,000	In-kind will include a $500 match from the State for both postage and telephone (a total of $1,000).

Indirect Costs (Overhead, General and Administrative)

$6,607	12 percent of total personal services costs (direct labor), the lowest indirect rate allowed by DHSS under the current cost-allocation plan.

There is no request for grant funds for special testing or consultant service.

B. Government-Owned Property

The State of Alaska purchased and has under inventory seven secure file cabinets that serve as evidence files for the six police departments under contract and for CHEMS.

C. Financial Capacity

The Alaska Department of Health and Social Services has the necessary financial capacity, working capital, and other resources to perform the contract without assistance from outside sources.

D. Determining Management Capability and Responsibility

The State of Alaska, Department of Health and Social Services (DHSS), has all the necessary capabilities of responsibly managing the proposed FDA contract, including: the capability of meeting the performance schedule; a record of past performance and business integrity in the management of federal grants and contracts; possession of necessary organization, experience, and technical skills; and the possession of the required facilities.

In state fiscal year 1998, DHSS had a total operating expenditures of $868.8 million, $377.1 million of which were federal funds. The department is divided into 8 divisions and employs almost 2,000 staff (who provide services statewide).

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TECHNICAL PROPOSAL
(Revised July 14 and 21, 1999)

The following technical proposal is predicated on all the terms and conditions of the United States Department of Health and Human Services Federal Food and Drug Administration (FDA) request for proposals (RFP) #223-98-4813.

I. Background Information

Alaska has approximately 2,300 retailers with tobacco endorsements. Of these, approximately 1,100 have limited entry of age 21 or older, leaving approximately 1,200 without a limited entry age. Approximately 20 percent of these stores are in the Municipality of Anchorage, and another 20 percent are in the communities of Fairbanks, North Pole, Juneau, Palmer, Wasilla, Homer, Soldotna, and Seward. Approximately 12 percent of these 1,200 stores are in the communities of Bethel, Nome, Kotzebue, Barrow, Kodiak, Kenai, Petersburg, Haines, Sitka, Ketchikan, and Unalaska. In total, approximately 52 percent of the retail stores with tobacco endorsements that do not have a limited entry of age 21 years or older are in these 20 communities.

These communities, as well as approximately 15 nearby and accessible commnunities and the cities of Cordova and Dillingham were the target of the first effort by the State of Alaska to enforce federal regulations on the sale of tobacco products to minor as part of contract #223-98-4813 with the Food and Drug Administration (FDA). These 37 communities contain approximately 56 percent of the retail stores with tobacco endorsements that do not have a limited entry of age 21 years or older and approximately 71 percent of the state's total population.

During the contract period, ending September 25, 1999, the State of Alaska expects to complete, either internally or through contractual arrangements with police departments or individual police officers, about 1,600 investigations. This number of investigations will fall 500 short of the number anticipated and set out in the contract between the State of Alaska and the FDA, primarily for two reasons.

First, implementing contracts with police departments in the state (which included in all but one instance the police department's hiring and insuring minors) proved to be much more difficult and time-consuming than expected. The complexities and problems associated with formalizing contracts with bureaucratic police departments and municipalities were enormous. As a result, contracts were consummated much later than planned, investigations therefore began later, and, consequently, most stores will be investigated twice, rather than the three times planned under the contract.

Second, approximately 100 to 150 of the stores (for which forms were provided for investigations in the 37 communities where investigations are occurring) were not investigated, generally because the businesses sold alcohol or were closed for business.

In addition this FDA enforcement project, the State of Alaska, Department of Health and Social Services (DHSS), Division of Public Health, Section of Community Health and EMS (CHEMS), is concluding a five-year "Initiatives to Mobilize for the Prevention and Control of Tobacco Use" (IMPACT) grant project, supported by the Centers for Disease Control and Prevention (CDC). This project is staffed by two full-time professionals, and a half-time administrative clerk, who make up the section's Tobacco Prevention and Control Program. The focus of this federal grant program has been to foster state and community coalitions that, in turn, will advocate for policy and social change pertaining to tobacco use prevention and control. CHEMS has submitted a proposal to continue similar tobacco prevention and control activities for a five-year "Comprehensive State-Based Tobacco Use Prevention and Control Cooperative Agreement," also with CDC.

CHEMS also received a legislative appropriation of $200,000 in state funds for state FY 99. This appropriation resulted from a $.71 cigarette tax increase Alaska (to a total of $1.00 per pack of cigarettes), and similar tax increases on other tobacco products. With these funds, CHEMS is accomplishing the following: (1) contracting local police departments for enforcement of state statutes on the sale of tobacco products; (2) awarding grants to local community organizations for tobacco coalition activities and a cessation campaign; (3) funding a part-time position to survey the use of tobacco products by youth in the state; and (4) providing funds to the Department of Law and the Department of Commerce and Economic Development for various enforcement activities.

During this legislative session, which will appropriate funds for state FY 2000, the governor has submitted a budget of $3 million in tobacco settlement funds for tobacco prevention and control efforts.

Finally, the Division of Alcoholism and Drug Abuse (DADA), also within the DHSS, is responsible for conducting random, unannounced inspections of retail outlets statewide to comply with the Synar Amendment. DADA coordinate with the IMPACT Project Coordinator, IMPACT grantees, and the Alaska Council on Prevention of Alcohol and Drug Abuse to conduct these inspections.

II. Plan of Work

A. Understanding of the Problem and Technical Approach:

The 1998 Synar investigations, which included 241 stores in 19 communities, indicated a rate of noncompliance of 23.5 percent, down from 29 percent in 1997 and from 35 percent in 1996. To date, FDA tobacco enforcement project investigations have shown a lesser noncompliance rate in all but two communities. In Anchorage, the noncompliance rate for stores investigated has been 33 percent (66 stores noncompliant), and in Homer the noncompliance rate for stores investigated was 67 percent (4 stores noncompliant). (In both communities, there were a number of stores where investigations were not completed because they sold alcohol, were closed for the winter, or had gone out of business.) It is clear that, then, that though efforts to control the sale of tobacco products to minors in Alaska are succeeding, there still is work to be done.

The State of Alaska proposes to enforce, under contract, 21 CFR Part 897.14(a) by continuing the model currently in place. This model uses State of Alaska CHEMS staff as well as contracts with police departments in six communities and contracts with individual police officers to complete investigations. Though this model was difficult to put in place, it is now functioning well.

The number of police officers trained and commissioned by the FDA has almost doubled from the initial "graduating class" trained by the FDA. Most of the commissioned officers are truly committed to the current enforcement project and are enthusiastic about continuing another year. Of the six police departments that will be contracted, five (all but Anchorage) will allow their officers to complete investigations outside their own city/community boundaries, including some "outlying" communities.

CHEMS staff will continue to concentrate its efforts on the five largest communities in southeast Alaska. However, like the current practice, they also will complete investigations in some outlying communities. Additionally, a limited number of small contracts will be awarded to individual police officers (who are FDA commissioned and who as certified Alaska police officers have regulatory authority statewide) to support efforts in these outlying communities.

With a state of over 591,000 square miles, and with approximately two-thirds of its communities accessible only by air, boat, or snowmobile, accessing outlying communities is difficult and expensive. Most are so small and populated by Alaskan Natives, that any "stranger" in town would be identified immediately. Moreover, most have no more than three stores (often only one or two) that sell tobacco products. Consequently, many communities will never be visited as part of this project.

The State of Alaska proposes to expand investigations to an additional 10 outlying communities. Investigations in these 10 communities can be justified because they have a total 76 retail stores and because they all can be reached by automobile, seven from

Fairbanks and three from Palmer/Wasilla. These communities are as follows (with the number of stores to be investigated in each community): Delta Junction (8), Tok (14), Gakona (7), Glennallen (12), Copper Center (4), Healy (4), Denali Park (5), Big Lake (7), Talkeetna (6), and Willow (9).

In all, the State of Alaska proposes completion of investigations in 47 communities in the state, with investigation of approximately 750 stores. Stores will be investigated a minimum of two times (whether compliant or not), and stores that are noncompliant generally will be investigated more than twice.

Along with problems associated with contracting police departments and with completing investigations in outlying communities, the State of Alaska has found problems with quality control during implementation of the current FDA contract.

For the majority of investigations, the State relies on contracted police departments hundreds of miles away and accessible from Juneau only by plane. Consequently, almost all interaction between the FDA State Coordinator and police officers under contract is by phone or letter, and usually through the lead project person for individual police departments.

Because officers from these police departments who received initial FDA training are training other officers within their departments, there is little control over the quality of training provided (except for in one instance, when the FDA State Coordinator teamed with a commissioned officer to provide training). The State Coordinator also has little control over the oversight of investigations by contracted police departments. Consequently, as witnessed by the many investigation forms sent back for correction, the level of training and oversight being provided, in some instances, is inadequate. Lending to these problems is the fact that officers from these police departments are sending all investigation forms directly to the FDA, without the State Coordinator's review.

The State of Alaska proposes to ameliorate this lack of quality control by implementation of a quality control plan, submitted as Appendix A. Two aspects of this quality control plan are worth mentioning here.

First, within the first month of the contract period, the FDA State Coordinator will host a "refresher course" that one representative from each contracted police department must attend (as will be stipulated in police department contracts). This course will include, but not be limited to, the review of all FDA requirements, a discussion of the most commonly made errors on investigation forms, and an introduction to the State's quality control program for the project. Each representative will be required to hold a similar class with the officers in his/her department who are involved in the project (as will be stipulated in police department contracts).

Second, all investigation forms will be funneled through the FDA State Coordinator. In cases of noncompliance, the forms will be faxed to the State Coordinator for review

before they are faxed to the FDA. Contractors will be advised that the State Coordinator will review and approve or review and make suggestions for change by telephone within four hours of the fax. In either case, the fax will be sent by the contracted police department. Contractors will be advised that, if they do not receive a call from the State FDA Project Coordinator within the four hours, they should proceed with a fax to the FDA. (This instruction is necessary to avoid delays in instances where the Coordinator is not readily available). **In all instances, compliance check forms for noncompliant stores will be faxed to the FDA by the close of business of the day following each investigation.**

In cases of compliance, copies of forms **(all forms for compliance checks for the week)** will be overnight express mailed to the State Coordinator on Thursday of each week. The Coordinator will review the forms, telephone the police department where there are errors, correct those errors where possible, and send the forms to the FDA. In cases where the forms cannot be corrected by the State Coordinator, the forms will be held, the police department will be informed to correct them, and the forms will be sent with the next week's batch. The State Coordinator will always have one of the CHEMS staff who is FDA commissioned available to complete this task when he is not available (e.g., on annual leave). **In all instances, compliance check forms for compliant stores will be mailed within five days of investigations.**

The State of Alaska proposes to follow up, in some instances, investigations where sales to minors have occurred with the issuance of a citation based on Alaska Statutes. In all instances where these citations will be issued, a FDA commissioned police officer will have witnessed the sale. [, *and the minor who consummated the sale will have exited the store at least 15 minutes before the citation is issued*] **In the communities of Anchorage and Fairbanks, all checks for the day will be completed and the minor returned home before an officer will return to stores to issue state citations. In all other communities, which have populations of 5,000 or less, all compliance checks for the community will be completed before an officer will return to issue state citations. Because of the necessity of Department of Law prosecution of citations that are challenged in court, it is likely that these state citations will occur only in the communities of Anchorage and Fairbanks.**

B. Statement and Discussion of the Requirement of the Contract:

Funding of this contract will require the contractor to enforce within the State of Alaska the federal regulation 21 CFR Part 897.14(a) regarding the sale of tobacco to minors. Enforcement of this regulation will reduce youth access to tobacco products in retail establishments in this state. Enforcement efforts will include the following:

- The State of Alaska will conduct, or arrange to be conducted (through contracts), unannounced investigations of tobacco vendors, using male and female minor operatives **of substantially equal mix, aged 15, 16, and 17 years of age of substantially equal mix,** of the [*appropriate*] **racial/**ethnic composition [*based on*

the] **reflective of the** community where [*the*] investigations [*is*] **are occurring. A** listing of the minors expected to participate in this project, including their identification numbers and dates of birth, is provided in Appendix B. This listing will be updated quarterly by the Alaska FDA Project Coordinator.

- **Whenever possible, minors will observe FDA investigations before participating in investigations themselves.**

- The State of Alaska and its contractors will train these minors for participation in this project.

- In all appropriate instances, these minors will be accompanied **from store to store and on trips to outlying communities by two FDA commissioned officers and into stores, whenever possible and practical,** by a FDA commissioned officer, who will witness the attempted buy. **When travel to outlying communities is required, the FDA commissioned officers will be of opposite gender, or if of the same gender, the minor will be of this gender.**

- **For all investigations, a FDA commissioned officer will attempt to accompany the minor into the retail store being investigated. If this is not possible or practical, the reason for nonaccompaniment will be noted in the compliance check form comment box.**

- **Minors will attempt to purchase brands of tobacco products typically purchased in the community where investigations are being completed.**

- The majority of investigations will occur after school hours or on holidays and weekends and during daylight hours. Any investigations during school hours or [*after*] **between** 6 p.m. **and midnight** will require school (during the school year) and parent permission. **In all instances, visits will be conducted during hours considered safe by the FDA State Coordinator.**

- The State of Alaska and its contractors will maintain confidential files on each minor participating in investigations. These files will contain a copy of the minor's identification (if available), a picture taken within 30 days of the date of his/her hire and every month thereafter, a copy of his/her birth certificate, and an original parent consent form.

- The State of Alaska and its contractors will endeavor to maintain the confidentiality of the minors participating in this project.

- All minors will be insured for injury and death.

- The State of Alaska has on file an informal opinion of the Alaska Attorney General's Office granting immunity of minors participating in the completion of tobacco enforcement investigations.

- The State of Alaska currently has Internet access, e-mail, and Microsoft Pro 97.

- All personnel accompanying minors during investigations will be properly trained and commissioned by the FDA. These personnel will be responsible for proper reporting (on individual investigations) and maintenance of evidence. A listing of all commissioned officers expected to participate in the project, including their identification numbers, is provided in Appendix C. This listing will be updated quarterly by the Alaska FDA Project Coordinator.

- FDA commissioned officer will train other personnel for FDA commissioning as necessary.

- FDA commissioned officers will be U.S. citizens; they will have no significant financial interest in the establishments they will check; and they will not have had a DWI/DUI violation within 24 months of their participation in the project.

- The names of all new officers commissioned by the FDA will be submitted to the FDA Project Officer within 10 days of notice of the commissioning.

- The State of Alaska will submit to the FDA a revised list (i.e., from the list submitted as part of the current contractual project), based on information gained through ongoing investigations (i.e., changes of addresses or owners, elimination of businesses no longer in business, new businesses, etc.), of all tobacco vendors in the state (excluding those with a minimum entry age requirement of 21 years of age or over). Throughout the project, the State will coordinate with the FDA the locations of stores to be checked.

- The FDA State Coordinator will review all pre-printed forms sent to the State and return duplicates and any forms for stores that will not be checked.

- Officers will verify the name and address of each retail store and complete the appropriate compliance check form after each compliance check before proceeding to the next check.

- The State of Alaska will visit retail stores reported to the FDA hotline within 90 days of being informed of such reports by the FDA.

- All evidence from successful buys will be maintained according to FDA requirements and in confidential evidence cabinets separate from State and police files. Tobacco products will be properly marked, secured, sealed, and segregated. A photocopy of the compliance check form will be placed in "Form FDA 525" envelope and

attached to the evidence bag. Evidence will be maintained for not less than 5 years.

- The State of Alaska, through its FDA State Coordinator, will assist the FDA with enforcement actions and related necessary follow-up actions, including the obtaining of declaration statements, coordination of testimony by witnesses, and the collection and provision of evidence to the FDA. **The State Coordinator will make every effort to assure that officers and minors participating in compliance checks will be available for 6 months after investigations have been completed and to assure prompt and continuing cooperation from the officers and minors.**

- Commissioned officers will fax a copy of the appropriate investigation report to the FDA by close of business the following day, for any successful buys; all other investigation reports will be submitted on a once-a-week basis to the FDA, **in all instances within five days of the completion of investigations.** All original reports will be maintained by the State of Alaska or its contractors.

- Where a sale has occurred, the investigation report will include a description of the retail store clerk and any other unusual details of the investigation. **Officers will make every attempt to provide accurate names of the stores investigated and the name of the owners of stores.**

- Follow-up investigations will be performed within 90 days of reception of noncompliance revisit forms provided by the FDA.

- **The State of Alaska shall assure the proper use of "Tobacco Compliance Check for New Business" forms, including the following: The State shall verify that the establishment(s) checked: (1) sells cigarettes or smokeless tobacco over-the-counter; (2) is not on the list of retailers to be visited supplied by the FDA; (3) is open for business at the time of the compliance check; and (4) has not already been checked and accounted for on a new business form.**

- The FDA RFP requires 375 investigations per month for the state. Alaska has approximately 2,300 retailers with tobacco endorsements. Of these, approximately 1,100 have limited entry of age 21 or older. Of the approximately 1,200 without limited entry, approximately 750 are in the 47 communities to be targeted under this contract. Therefore, Alaska requests a reduction of the minimum required investigations per month from 375 to a minimum average of 133, for a total of 1,600 investigations over the course of the one-year contract being proposed.

- The State of Alaska has provided a proposed quality control plan as Appendix A.

- **The State of Alaska will continually maintain and update its quality control plan.**

- All media requests regarding FDA enforcement activities will be coordinated with the FDA's Office of Public Affairs.

- Alaska's FDA State Coordinator will provide the FDA quarterly reports as outlined on page nine of RFP #223-98-4813, **to include a quantitative description of overall progress, problems, actions taken to resolve these problems, and work plans for the next quarter.**

The State of Alaska proposes to follow up, in some instances, investigations where sales to minors have occurred with the issuance of a citation based on Alaska Statutes. In all instances where these citations will be issued, a FDA commissioned police officer will have witnessed the sale. [*, and the minor who consummated the sale will have exited the store at least 15 minutes before the citation is issued.*] **In the communities of Anchorage and Fairbanks, all checks for the day will be completed and the minor returned home before an officer will return to stores to issue state citations. In all other communities, which have populations of 5,000 or less, all compliance checks for the community will be completed before an officer will return to issue state citations. Because of the necessity of Department of Law prosecution of citations that are challenged in court, it is likely that these state citations will occur only in the communities of Anchorage and Fairbanks.**

C. Explanation of Technical Approach to Be Employed/Program for Accomplishing Objectives:

The DHSS will be the contracting agency for this project. CHEMS will be the administrating agency within DHSS, and will be assisted by staff from DADA.

CHEMS will be responsible for administering all FDA contract requirements, including, but not limited to, the receipt and administration of federal funds, overall coordination and monitoring of project activities, administration and oversight of contracts with police departments and police officers, quarterly reports, and the maintenance, **updating,** and implementation of a quality control plan (please see Appendix A). All CHEMS staff are FDA commissioned officers and will be available to train officers and to recruit and train minors, and they will conduct investigations in southeast Alaska and outlying communities as necessary.

DADA will be responsible for updating, maintaining, and providing the FDA the list of tobacco retailers in Alaska. DADA will work to maintain the integrity of the list by removing duplicates, updating addresses, and adding new sites as a result of investigations under the current FDA contract.

As indicated in Section II.A., the State of Alaska proposes to investigate approximately 750 retail stores in 47 communities in the state. Each store will be investigated a minimum of two times. These 47 communities will be targeted because they are among the largest in the state, and therefore they have the largest number of retail stores selling

tobacco products. The additional proposed 10 "outlying" communities also have the advantage of being reached by automobile.

Because of the size of the state, associated costs of travel, and the importance of local commitment, the State of Alaska will contract with six local police departments to conduct investigations in their own communities and/or communities within their boroughs (similar to counties). These contracted police departments also will be given the opportunity to conduct investigations in the many outlying communities to be investigated.

Small contracts to [*a limited number of individual*] **three** police officers **from the Anchorage Police Department** (who are FDA commissioned and who as state certified police officers have regulatory authority statewide) to conduct investigations in outlying communities as necessary. **Each officer shall be awarded a contract for $6,666.00, including reimbursement at an hourly rate of $40.00 per hour and reimbursement for costs associated with travel. These officers will accompany minors employed by the State in their investigation of stores in outlying communities.**

Contracts with police departments and individual police officers will stipulate all relevant FDA contractual requirements. The contracts with police departments will be based on reimbursement for staff and minor time (when the minor is employed by the police department), state-approved travel (including hotel, per diem, and miscellaneous costs); and necessary, state-approved miscellaneous expenses. **As noted above,** [*C*]contracts with individual police officers also will be on a reimbursement basis for an hourly rate of the officer and costs associated with travel. Contractors will be required to submit reports to CHEMS, indicating the establishments investigated, investigation dates, and the results of each investigation, to support each billing.

Because contracts are in place with police departments under the current FDA project, and because each of the departments have indicated a desire to continue FDA enforcement work, it is expected that contracts can be formalized, and contract activities begun, within one month of the beginning of the contract. Every effort will be made to shorten the time necessary for the beginning of contracted investigations.

State of Alaska CHEMS staff will concentrate its investigations in southeast Alaska, but will also complete investigations in outlying communities as necessary. Finally, individual police officers who have been commissioned by the FDA will be awarded small contracts to support the effort to complete investigations in the outlying communities. Some of these contracts also can be expected to be in place, and contract activities begun, within one month of the beginning of the contract. It is possible that additional contracts will be awarded later if needed.

Only 3 of the 16 communities where investigations will be conducted--Anchorage, Fairbanks, and Juneau--have populations over 30,000, and only 4 additional communities have populations over 5,000. Consequently, law enforcement officers from all but the three largest communities are likely to be recognized by retail clerks working in stores in

their communities. Therefore, some contracts will allow for investigations in other communities. CHEMS will be responsible for coordinating these "exchange programs" between and among communities.

In Anchorage (and perhaps other communities), there are some stores that are so small that the entry of an adult and a minor likely would "tip off" the retail clerk of something unusual happening. For investigation of these stores, the accompanying officer will remain outside the store. Investigations of this type will be avoided whenever possible.

Minors participating in investigations will be employed by either the State of Alaska or individual police departments. These minors will be trained and supervised by lead project staff in contracted police departments or by the Alaska FDA Project Coordinator. The minors will travel to outlying communities with police officers from contracted police departments, CHEMS staff, or contracted police officers (only minors employed by the State) when necessary. When travel is required, two adults will always travel with the minor, an adult male and an adult female as often as possible. In no instances, will two adults of one gender travel with a minor of the other gender.

Minors employed by contracted police departments will be insured under the police departments' insurance policy. Minors employed by the State will be covered under the State's self-insured Worker's Compensation policy. Only minors whose insurance is assured and in place will be allowed to take part in training and investigations.

As proposed in Section II.B., the Alaska proposes to follow up, in some instances, investigations where sales to minors have occurred with the issuance of a citation based on Alaska Statutes. In all instances where these citations will be issued, a FDA commissioned police officer will have witnessed the sale. [*, and the minor who consummated the sale will have exited the store at least 15 minutes before the citation is issued.*] **In the communities of Anchorage and Fairbanks, all checks for the day will be completed and the minor returned home before an officer will return to stores to issue state citations. In all other communities, which have populations of 5,000 or less, all compliance checks for the community will be completed before an officer will return to issue state citations. Because of the necessity of Department of Law prosecution of citations that are challenged in court, it is likely that these state citations will occur only in the communities of Anchorage and Fairbanks.**

D. Statement and Discussion of Anticipated Major Difficulties and Problem Areas/Recommended Approaches for Resolution:

If the requested exceptions to the Scope of Work indicated immediately below in Section II.E. "Limitations, Deviations, Exceptions to Scope of Work" are approved, no major difficulties or problem areas are anticipated.

The one area of concern is quality control. Because of problems with quality control experienced during the current project, the FDA State Coordinator will make quality

control, discussed on Section II.A. and included as a proposed quality control plan as Appendix A, a high priority.

E. Limitations, Deviations, Exceptions to Scope of Work:

As discussed previously, the State of Alaska requests a reduction of the RFP's requirements of 375 investigations per month to a minimum average of 133 per month.

F. Statement of Extent to which Proposed Approach Can Be Expected to Meet or Exceed Requirements and Specifications of Scope of Work:

If the exception requested above is approved, the State expects to meet or exceed requirements and specifications of scope of work.

G. Schedule for Completion of Work:

The State of Alaska proposes the following time line for completion of the project.

Activity	Schedule
Contracts in place with 6 local police departments	Within 30 days of beginning contract date
Contracts in place with individual police officers	Within 60 days of beginning contract date, and throughout contract period as needed
Meeting of contracted police departments lead project officers and State FDA Project Coordinator for "refresher" course as part of quality control plan (see Appendix A)	Within 30 days of beginning contract date
Commencement of investigations	Within 30 days of beginning contract date
Training and certification of officers and training of minors	Throughout the contract period as needed
Submission of quarterly reports	Within 30 days of the end of each quarter
Submission of final report	Within 30 days of the end of the contract

III. Goals and Objectives

It is expected that, by enforcing 21 CFR Part 897.14(a), the level of youth access to tobacco will decrease, while the level of compliance to the regulation by retailers will increase.

Project Goal: To reduce the sale of tobacco products to youth 18 years of age and under by retail stores in Alaska that do not have an entry age limit.

Project Objectives: Project objectives will be process oriented, rather than outcome oriented. Project objectives are as follows:

Objective 1: Conduct at least 2 investigations in 100 percent of the retail stores that sell tobacco products, other than stores with limited entry of 21 years of age or older, in a minimum of 47 communities in the state, for a minimum total of 1,600 investigations.

Objective 2: Conduct a follow-up investigation of all retail stores that sold a tobacco product as part of an investigation conducted under Objective 1. These follow-up investigations will be completed within 90 days of receipt of noncompliance revisit forms from the FDA.

Objective 3: Conduct a follow-up investigation of all retail stores that sold a tobacco product during a subsequent investigation. These follow-up investigations will be completed within 90 days of receipt of noncompliance revisit forms from the FDA.

Objective 4: As a result of the implementation of the State's quality control program, reduce the number of investigation forms returned for modification by 50 percent.

IV. Experience and Qualifications

A. Organizational Experience:

DHSS will be the contracting agency and CHEMS will be the lead agency for this project. CHEMS will be assisted by staff from DADA.

CHEMS is based in Juneau, the state capital of Alaska. CHEMS has a full-time staff of 17 full-time professionals, 5 full-time administrative support staff, and a part-time staff of 23 (college and student interns). CHEMS consists of two program units, the Emergency Medical Services (EMS) Unit, and the Primary Care and Health Promotion Unit. Within the Emergency Medical Services Unit are the EMS Training and Licensing and the Trauma Care Systems Programs. Within the Primary Care and Health Promotion Unit are the Primary Care, Health Promotion, Injury Prevention, and Tobacco Prevention and Control Programs.

Over the past ten years, CHEMS has administered approximately 60 federal grants and contracts.

As noted in Section I., in addition to the administering the current FDA enforcement contract, CHEMS is administering the federal tobacco control and prevention IMPACT grant, as well as a number of prevention and control activities funded with State funds (e.g., grants and contracts for education and enforcement, data collection). As part of the IMPACT project, CHEMS has 10 local community coalition grantees. These grantees have been actively involved in tobacco education, youth access efforts, cessation efforts, and advocacy for policy change on a local and statewide level. Most of the grantees have been involved with the statewide Synar amendment activities and have either assisted with, or actually conducted, Synar compliance checks for the past two years. Finally, many provide vendor education in their communities.

DADA is based in Juneau and Anchorage with a staff of 26 professionals and 5 administrative support staff. DADA exists to promote the health and well-being of Alaska's citizens by preventing and treating alcohol, drug, and inhalant abuse.

Program areas that come under the direction of DADA include:

- Peer Helpers
- Rural Services
- Treatment Programs
- Dual Diagnosis Treatment
- Women's Treatment Services
- Fetal Alcohol and Drug Effects
- Professional Training and Certification
- Alcohol Safety Action Program (ASAP)
- Community Based Suicide Prevention Programs

- Community Action Against Substance Abuse (CAASA)
- Specialized Services: *Treatment Services for Rural Remote and Culturally Distinct Populations, Methadone Maintenance and Detoxification Services*

DADA's primary method of implementing comprehensive prevention and treatment is through awarding grants to local government and nonprofit agencies to support a variety of services. Currently, DADA has over 60 grants for treatment and prevention and for training providers.

As noted in Section I, DADA also is responsible for implementing the Synar amendment in Alaska.

B. Personnel:

Project coordinator/lead staff for the contract will be Larry Bussone, Health Program Manager II, within CHEMS. Mr. Bussone has Masters Degrees in Social Work and Public Administration. Mr. Bussone currently is serving as the FDA State Coordinator under the current contract between the FDA and the State of Alaska. He has worked in a variety of professional capacities for the State of Alaska since 1984. He has an extensive background in the administration of federal grants and the administration of state grants and contracts to local municipalities, regional non-profit corporations, and for-profit and non-profit organizations providing professional services. This background includes significant work with field staff, contractors and grantees, and the public during his tenures with the Alaska State Legislature, the Division of Family and Youth Services, and the Division of Public Health. Mr. Bussone's resume is included in Attachment D.

Mr. Bussone will be responsible for overall coordination of the project, administration of federal contract funds, administration of contracts to police departments and individual police officers, submittal of quarterly reports, and maintenance and implementation of the State's quality control plan (discussed in Section II.A. and included in its entirety as Appendix A). Mr. Bussone also will complete investigations and will train additional FDA officers and minors as necessary.

Mr. Bussone will be supervised by Mark Johnson, MPA, Chief of CHEMS. Mr. Johnson has served as Chief of CHEMS for 20 years. Through those years, he has overseen and monitored approximately 100 federal grants or contracts. He has been responsible for the development and implementation of a statewide emergency medical services (EMS) system and is now responsible for oversight of the Section's responsibilities in the areas of EMS, trauma care, health promotion, primary health care, injury prevention, and grants and contracts administration. Mr. Johnson's role will be overall oversight and monitoring of, as well as technical assistance to, the project. Mr. Johnson's resume is included in Attachment A. Mr. Johnson's contributions to the project will be in-kind.

Four additional CHEMS staff have been trained and commissioned as FDA officers. These staff are Lance Brown, Melanie White, and Kim Busch. These four staff will

complete investigations in southeast Alaska and in some outlying communities. Ms. White also will be Mr. Bussone's back-up for quality control activities.

Providing technical assistance to the project will be Mary Collins, Research Analyst III, DADA. The contributions to the project of Ms. Collins also will be in-kind. The resumes of Ms. Collins is included in Attachment D.

Ms. Collins has been a Research Analyst III with the State of Alaska for over seven years. Her previous experience includes three years as a Demographic/Economic Analyst with the Municipality of Anchorage's Planning Department. She also has extensive experience in the field of marketing and market research in Alaska and New York. Ms. Collins has a Bachelors degree in Political Science.

Ms. Collins will provide technical assistance to the project, particularly in regards to the maintenance of the business license file to be used to target retail stores for investigations. She will provide a comprehensive revised list of tobacco retailers to the FDA and will work to maintain the integrity of the list. Ms. Collins will also coordinate DADA's Synar activities with the FDA inspections and will provide assistance to Mr. Bussone as needed.

A key partner in the project will be Detective Mike Livingston, of the Municipality of Anchorage Police Department (MAPD). Officer Livingston has a Bachelor of Science degree in Criminal Justice and a Masters of Science in Psychology and has worked in Alaska as a police officer since 1978, when he began his public safety career in Unalaska/ Dutch Harbor as a police officer, emergency medical technician, firefighter, and dive rescue specialist. Officer Livingston moved to Anchorage in 1981 where he worked with the University of Alaska Campus Police until 1983, when he was hired by the MAPD. Mr. Livingston's resume is included in Attachment D.

Officer Livingston has testified in several sale of tobacco to minors cases in Alaska Courts, before the Municipality of Anchorage Assembly regarding municipal tobacco ordinances, and before the Alaska State Legislature regarding proposed state statutes. Officer Livingston has instructed recruits in the police academy and works with Anchorage groups in the effort to reduce tobacco usage among young people, including Teens Against Tobacco Use, Teens as Teachers, the Alaska Tobacco Control Alliance, the American Lung Association, the Cancer Society, Citizens to Protect Kids from Tobacco, and the Alaska Native Health Board.

Mr. Livingston is the project leader for FDA enforcement activities completed by the MAPD in the Municipality of Anchorage, where approximately 35 percent of the stores to be investigated are located. Mr. Livingston also will be available for training of officers statewide (he has conducted a number of training sessions regarding tobacco sales enforcement both before and during the current FDA project), and he will be one of the officers contracted to complete investigations in outlying communities.

C. Program Management:

The Alaska Department of Health and Social Services (DHSS) will be the formal contractor. CHEMS, its acting agency for this project, will be responsible for all contract requirements, including, but not limited to, the receipt and administration of federal funds, overall coordination and monitoring of project activities, administration and oversight of subcontracts to municipalities, maintenance and implementation of a quality control plan, and federal quarterly reporting requirements. Four CHEMS staff also are FDA commissioned officers, and therefore will complete investigations. CHEMS also will employ up to 12 minors as student interns to participate in investigations in southeast Alaska, Anchorage, Wasilla, and outlying communities, as necessary. These minors will be trained by personnel from the agency for which they will work directly.

As described previously, six police departments will be contracted to conduct investigations within their jurisdictions and, in most instances, outside their jurisdictions, as well. In all instances, officers of these departments will be FDA certified. When these departments employ minors (in four of the six contracts—**contracts with the Anchorage and Palmer Police Departments will involve the use of minors employed by the State**), they will be responsible for insuring and training the minors. In some instances, law enforcement agencies from different communities will conduct investigations in each others' communities. This "exchange program" will be necessary, because officers in communities other than Anchorage and Fairbanks are likely to be recognized by retail clerks in their own communities.

D. Facilities and Equipment:

CHEMS is located at 410 Willoughby Avenue in Juneau, Alaska. The Section occupies approximately 4,500 square feet of office space. The Section is fully automated, with every staff possessing computer, Internet, E-mail, and fax capabilities. (The FDA State Coordinator's computer system has MS Office Pro 97.) CHEMS establishes contracts and grants through the Division of Administrative Services, within the Department of Health and Social Services.

The Alaska Department of Health and Social Services has the capabilities of electronically transferring funds through the Automated Clearing House (ACH).

Police departments to be contracted as part of the project, at the very least, have computer and fax capabilities. Most also have Internet and E-mail capabilities. All have file cabinets for the maintenance of evidence for this project (provided to them as part of the current FDA project), and all will be using their own vehicles for investigations.

E. Related Activities:

Please see Sections I., IV.A., and IV.B.

V. Resource Information

A. Direct Materials:

The State of Alaska will continue to provide contractors whirl pack bags and FDA Official Self-Stick Seals for use in the maintenance of evidence (and will need some for its own use).

The State of Alaska will require funds for purchases by minors, for both minors working for the State and minors working with police departments under contract. (The police departments under contract will have funds for this purpose built into their contracts.)

All other materials required for the project (e.g., computers, fax machines, office materials, etc.) will either be in-kind, provided by the State or its contracted police departments, or provided as part of the current FDA project (e.g., secure evidence files and a Polaroid camera).

B. Direct Labor:

Larry Bussone, Health Program Manager II, CHEMS, will serve as Project Coordinator/lead staff for the project. Mr. Bussone will dedicate a .5 FTE to the project. Mr. Bussone's responsibilities are summarized in Sections IV.B. His resume is provided as part of Appendix D.

Mark Johnson, Chief, CHEMS, and Mary Collins, Research Analyst III, DADA, will participate in the project as in-kind personnel. Their responsibilities are summarized in Section IV. B. also, and their resumes are attached as part of Appendix D.

Four additional CHEMS staff are certified by the FDA and will participate in investigations in southeast Alaska and outlying communities. One of these staff, one also will provide back up to Mr. Bussone's quality control activities (as discussed in section II.A.) These staff will be paid hourly for their work on this project.

CHEMS will maintain 12 positions for 15, 16, and 17 year-old minors for participation in investigations in southeast Alaska, Anchorage, and outlying communities. (Currently, only 6 of these positions are filled, primarily because of a hiring freeze in Alaska State government.)

C. Special Equipment:

No special equipment will be purchased as part of this project.

D. Travel:

Travel costs for the State of Alaska will include the following: (1) travel of CHEMS staff and a minor for investigations in southeast Alaska (4 communities) and outlying communities, as necessary, and any potential possible re-visit trips because of noncompliance during the second trip and any potential possible re-visit trips because of noncompliance during the second and subsequent trips; (2) travel of the FDA State Coordinator **and two State staff members** to conduct the "refresher course" for personnel from contracted police departments; (3) travel of the FDA State Coordinator and a minor for investigations in outlying communities, as necessary; (4) travel of minors employed by the State of Alaska and stationed in the Municipality of Anchorage for investigations in outlying communities, as necessary (to be accompanied by the State FDA Project Coordinator, police officers working for departments under contract, or individual contracted police officers); [*(5) travel of the FDA State Coordinator to the national FDA conference, if it occurs and if out-of-state travel is allowed by the State (currently, the State is disallowing almost all out-of-state travel, even that supported by federal funds; and (6)*] **and (5)** any travel required of the FDA State Coordinator for technical assistance, training of officers, and quality control. The last might not be necessary, as technical assistance, training, and quality control will be handled as much as possible by telephone with lead project officers from the contracted police departments.

Travel necessary for travel by police officers (working for contracted police departments or contracted individually) will be built into contracts.

E. Other Resources:

As noted previously, because of the size of the state, the difficulty and expense of traveling to outlying communities, and the importance of local commitment to the project, investigations in as many communities as possible, except for those in southeast Alaska (where CHEMS staff will complete investigations), will be completed through contracts with six police departments and a small number of individual police officers. These contracts will be written on a reimbursement basis, will include necessary travel and miscellaneous expenses, and will require compliance with all relevant FDA requirements.

VI. Other Considerations

All considerations have been discussed in the proposal above.

Appendix A:
Proposed FDA Project Quality Control Plan
(Revised July 14 and 21, 1999)

The State of Alaska submits the following proposed quality control plan. The State will maintain, update, and implement this plan throughout the length of the project. As problems arise during the contract, the FDA State Coordinator will determine the cause of each problem, take or cause to be taken corrective action, and inform the FDA of the problem and the corrective action taken.

Through the length of the contract, the FDA State Coordinator will be responsible for keeping FDA commissioned officers informed of all procedures, particularly those for which there are changes.

During the current FDA enforcement project, the State of Alaska has found problems with quality control. To date, these quality control problems have centered around the investigation forms sent to the FDA by personnel from police departments under contract with the State. These police departments are hundreds of miles away from Juneau, where the FDA project is coordinated, and accessible from Juneau only by plane. Consequently, almost all interaction between the FDA State Project Coordinator and police officers has been by phone or letter, and usually through the lead project person for individual police departments.

Because officers from these police departments who received initial FDA training are training other officers within their departments, there is little control over the quality of training provided (except for in one instance, when the FDA State Project Coordinator teamed with a commissioned officer to provide training). The State Coordinator also has little control over the oversight of investigations by contracted police departments. Consequently, as witnessed by the many investigation forms sent back for correction, the level of training and oversight being provided, in some instances, is inadequate. Lending to these problems is the fact that officers from these police departments are sending all investigation forms directly to the FDA, without the State Coordinator's review.

Following is a proposed quality control plan to correct these problems as well as other potential problems:

Investigation Report Forms Submitted to FDA:

(1) Within the first month of the contract period, the FDA State Project Coordinator will host a "refresher course" that one representative from each contracted police department must attend (as will be stipulated in police department contracts). This course will include, but not be limited to, the review of all FDA requirements, a discussion of the most commonly made errors on investigation forms, and an introduction to the State's quality control program. Each representative will be required to hold a similar class with the officers in his/her department who are involved in the project (as will be stipulated in police department contracts).

(2) All investigation forms will be funneled through the FDA State Coordinator. In cases of noncompliance, the forms will be faxed to the State Coordinator for review before they are faxed to the FDA. Contractors will be advised that the State Coordinator will review and approve or review and make suggestions for change by telephone within four hours of the fax. In either case, the fax will be faxed to the FDA by the contracted police department. Contractors will be advised that, if they do not receive a call from the State FDA coordinator within the four hours, they should proceed with a fax to the FDA. (This instruction is necessary to avoid delays in instances where the Coordinator is not readily available). **In all instances, compliance check forms for noncompliant stores will be faxed to the FDA by the close of business of the day following the investigation.**

(3) In cases of compliance, copies of forms **(all forms for compliance checks for the week)** will be overnight express mailed to the State Coordinator on Thursday of each week. The Coordinator will review the forms, telephone the police department where there are errors, correct those errors where possible, and send the forms to the FDA. In cases where the forms cannot be corrected by the State Coordinator, the forms will be held, the police department will be informed to correct them, and the forms will be sent with the next week's batch of forms. The State Coordinator will always have one of the CHEMS staff who is FDA commissioned available to complete this task when he is not available (e.g., on annual leave).

A suggestion to the FDA: On the Tobacco Compliance Check form, next to the officer's signature block, is the question, "Officer witnessed sale to minor?" The FDA training provided in Alaska indicated that the question was meant to say something to the effect of, "Officer witnessed sale to minor or attempted purchase by minor?" Alaska's officers have been very inconsistent in how they answer the question when no sale has been completed. Some, because there was no sale, leave the answer blank. Others follow the instructions provided during training. Unless this instruction was incorrect, and the FDA desires information regarding witnessing an attempted purchased, the language on the form should be changed to reflect the later.

Reports Provided [by] **to** *the FDA:*

All investigation reports submitted to the FDA will be submitted through the State FDA Project Coordinator, and a central file of reports maintained by the Coordinator. [*The Coordinator will review the monthly reports provided by the FDA and will report any errors or discrepancies.*] **The FDA State Coordinator will make every effort to assure that forms are completed accurately and completely.**

Reports Provided by the FDA:

The FDA State Coordinator will verify reports provided by the FDA.

Forms Returned by the FDA:

When forms are returned by the FDA because of mistakes or omissions, the FDA State Coordinator will work with appropriate officers to identify the cause of problems and to take corrective action. Corrective action shall occur within two weeks of the day forms are received from the FDA.

Declarations for Civil Money Penalty Proceedings:

[Because declarations were not presented as part of the FDA training to officers from Alaska, because Alaska has received little guidance since, and because Alaska has not completed any declarations, there is little that can be said or done regarding declarations. Alaska requests further guidance, written or in-person training, on declarations.]

The State of Alaska, through its FDA State Coordinator, will assist the FDA with enforcement actions and related necessary follow-up actions, including the obtaining of declaration statements, coordination of testimony by witnesses, and the collection and provision of evidence to the FDA. The State Coordinator will make every effort to assure that officers and minors participating in compliance checks will be available for 6 months after investigations have been completed and to assure prompt and continuing cooperation from the officers and minors.

Evidence:

Because of the distances, and the travel costs associated with these distances, between Juneau (location of the FDA State Project Coordinator) and the police departments that will be under contract, it would be impractical, and costly, for the State Coordinator to visit each contracting agency site to complete an on-site review of the maintenance of evidence (and other matters). Moreover, all police departments that will be under contact have departmental policies and procedures for the maintenance of evidence, and all officers routinely collect and maintain evidence as part of their normal daily duties. In short, if any group of professionals has expertise in the gathering and maintenance of evidence, it is police officers. Nevertheless, the gathering and maintenance of evidence will be one of the major topics of discussion in the "refresher course" to be offered during the first month of the project.

[Suggestion to the FDA: Police officers have indicated to the FDA State Project Coordinator that the tape used to secure evidence likely will come unattached with time. They have suggested replacing the tape provided by the FDA with a tape call "Tamperproof," and have requested permission to use this type of tape for maintenance of FDA evidence.]

Quality of Officer's Work:

Again, because of the distances involved, when the FDA State Project Coordinator has received communications from the FDA regarding additional or changed requirements, he has faxed a copy of the additional or changed requirements to the lead project officer

of each contracted police department and followed the fax with a telephone call to make sure the officer had received and understood the changed requirement. The importance of implementing these types of changes, and making sure all officers participating in the FDA project implement them, will be emphasized in the refresher course to be offered. Also, the contracts to the police departments will include language indicating the lead project person is responsible for, and accountable to the State for, making sure changes are implemented by all officers participating in the project. [*Alaska requests any further guidance from the FDA as to other steps that can be taken to maintain or improve quality of officer's work.*] **Throughout the length of the project., officers will be offered continued training as deemed necessary by the FDA State Coordinator.**

Compliance Check Follow-up:

Alaska just received its first set of compliance check follow-up forms. Follow-up visits are scheduled at the beginning of the second set of investigations, expected to begin in late June. When re-visit forms and "second visit" forms are sent to contracted police departments, instructions will be to complete the re-visit investigations first, before completing the second investigation of stores that were compliant in the first set of investigations. This procedure speaks to the current contract.

Under the new contract, the same procedures described above under "Investigation Report Forms Submitted to FDA" will be applied. That is, all re-visit forms also will be funneled through the FDA State Project Coordinator. The State Coordinator also will be responsible for keeping track of the dates re-visit forms are received and when they are due, and assuring timely submission of the forms. Alaska requests any further guidance from the FDA as to other steps that can be taken to assure accurateness and timeliness of re-visit forms.

Quality of Witnesses:

[*Alaska requests guidance from the FDA regarding quality of witnesses issues.*]

The FDA State Coordinator will make every effort to assure the quality of evidence and the quality of witnesses for cases where noncompliance has occurred.

Alaska Synar Regulation State Summary FFY 97

Synar Regulation Lead Agency: Department of Health and Social Services, Division of Alcoholism and Drug Abuse

Delayed Applicability State: No

	FFY 97	FFY 98	FFY 99	FFY 00
FFY 97 Baseline Violation Rate and Interim Targets:	34.3%	30%	25%	20%

Legislation

Were any changes in youth access legislation reported in the 1997 Block Grant application?	No changes. Current law establishes 19 as minimum age.
Are localities preempted from enacting ordinances more stringent than State law?	No
Does the law provide a possible defense to violators, e.g. "knowingly"?	Negligently

Enforcement

Synar Regulation Enforcement Agency	Department of Health and Social Services working with Departments of Law, Commerce and Economic Development, and Public Safety
Is the enforcement agency specified by State law or appointed?	Appointed
Does State law mandate licensing of over-the-counter tobacco sales?	Yes
If no statewide licensing, can localities license?	N/A
Does State law mandate licensing of vending machines?	Yes
If yes, is the license issued for each machine or to a group of machines?	Each machine
Is the vending machine license site-specific?	Yes
Are vending machines prohibited or restricted by law?	Yes, restricted to areas inaccessible to minors; violators can be fined
Does State law provide for civil or criminal penalties?	Civil
Is license suspension or revocation a possible enforcement sanction?	Yes
Does State law provide for graduated fines as a possible enforcement sanction?	Yes
Is the salesperson subject to a fine?	Yes
Is the vendor or license holder subject to a fine?	Yes
Is the minor subject to a fine?	Yes

Inspection Protocol

Did the inspection protocol involve consummated or unconsummated purchase attempts?	Consummated
What were the ages of the minors involved?	15–17
Were youthful-appearing adults involved?	No

Funding

Were any of the following outside funding sources received?	r ASSIST ☑ IMPACT ☑ RWJ r FDA Contract

Synar Regulation Implementation Efforts Reported, FFY 96

Synar Regulation implementation activities in the State of Alaska covered four areas: policy/regulatory, merchant education, law enforcement, and community education. Policy/regulatory activities included efforts to pass a $1.00 a pack tobacco tax. A tax bill passed in the State Senate but was stalled in the House of Representatives. Following compliance checks mandated by the Synar Regulation, merchants were given information regarding the State's youth access law. Law enforcement activities occurred throughout the State and included local compliance surveys in addition to the Synar Regulation inspections. Community education activities included public service announcements, community antitobacco events, and smoking cessation and tobacco use prevention classes.

It should be noted that there are communities in Northern Alaska (e.g., Barrow and Kotzebue) where individuals can purchase tobacco from taxis with no proof-of-age identification required. Further, some restaurants with take-out services also sell tobacco with food orders and require no proof-of-age identification for purchases.

Synar Regulation Implementation Plans, FFY 97

For FFY 97 Alaska plans the following Synar Regulation implementation activities:

- Merchant education. The State will develop and distribute merchant education material that will provide specific strategies for how retailers can comply with the youth access law. Other materials developed for the merchant education packet will emphasize the health effects of tobacco use and legal restrictions and liabilities. Merchants will also be introduced to nonsmoking teens as a positive way to influence retailers' behavior.
- Law enforcement. Synar Regulation compliance checks will be accompanied with law enforcement; that is, violators will be cited and fined. Commendations and letters of appreciation will be sent to merchants who comply with the law. The State will inform each tobacco vendor in the State of the overall results of the compliance checks and of the results for vendors' specific regions. Local compliance checks will also continue. Further, the Department of Health and Social Services will explore enforcement strategies with the Departments of Law, Commerce and Economic Development, and Public Safety in order to increase the overall number of compliance checks conducted in the State.

Assessment

The information provided in the State plan suggests that Alaska is actively working to reduce its noncompliance rate. The State's youth access law is strong, mandating licensing for retail tobacco sales, restricting vending machines, and imposing graduated civil penalties for violations of the law. Merchant education efforts in the past were modest, but plans for FFY 97 are considerably more comprehensive. CSAP encourages annual distribution of the new merchant education packet. Law enforcement efforts have been inconsistent, following local patterns of interest in monitoring vendor compliance. Plans to coordinate with other State agencies in order to increase the overall number of compliance checks conducted in the State are sound. The State is obviously aware that by increasing law enforcement activity, retailer practices are likely to improve. Alaska has also been active in the area of community education in the past; however, no plans were mentioned regarding continuation of this work in the future.

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Liquor and Tobacco Enforcement Division

Article 35 of Title 24, Colorado Revised Statutes

Part 5 Regulation of tobacco sales to minors

24-35-501. Legislative Declaration.

1. The General Assembly finds that:

   a. The use of tobacco creates dangerous risks to the health of the people of the State of Colorado;

   b. Studies have shown that most people who use tobacco started using it when they were minors; and

   c. The costs of health care for persons suffering from diseases caused by the use of tobacco are borne by all of the people of the States of Colorado,

2. The General Assembly also recognizes that:

   a. Federal regulations now require states through designated state agencies to develop programs to reduce the use of tobacco by minors as demonstrated by random inspections of business that sell tobacco at retail;

   b. As of January 1, 1998, there is no state agency specifically assigned the responsibility of enforcing the statutes of the State of Colorado prohibiting the sale of tobacco to minors or coordinating the inspection of business that sell tobacco;

   c. The Liquor Enforcement Division of the Department of Revenue has experience in enforcement laws relating to the sale of liquor to minors; and

   d. The Liquor Enforcement Division would be the most cost-effective state agency to enforce state laws relating to the sale of tobacco to minors.

Definitions. As used in this Part 5, unless the context otherwise requires:

1. "Department" means the Department of Revenue.

2. "Division" means the Division of Liquor Enforcement within the department.

3. "Hearing Officer" means a person designated by the Executive Director of the

department to conduct hearings held pursuant to section 24-35-505.

4. "Minor" means a person under eighteen years of age.

5. "Retailer" means a business of any kind at a specific location that sells cigarettes or tobacco products to a user or consumer.

6. "Tobacco products" has the same meaning as provided in section 39-28.5-101(5), C.R.S.

24-35-503. Sale of cigarettes or tobacco products to minors or in vending machines prohibited - warning sign.

1. No retailer shall sell or permit the sale of cigarettes or tobacco products to a minor; except that it shall not be a violation if the retailer establishes that the person selling the cigarette or tobacco product was presented with and reasonably relied upon a photographic identification that identified the person purchasing the cigarette or tobacco product as being eighteen years of age or older.

2. No retailer shall sell or offer to sell any cigarettes or tobacco products by use of vending machine or other coin-operated machine; except that cigarettes may be sold at retail through vending machines only in:

a. Factories, businesses, offices, or other places not open to the general public;

b. Places to which minors are not permitted access; or

c. Establishments where the vending machine dispenses cigarettes through the operation of a devise that enables an adult employee of the establishment to prevent the dispensing of cigarettes to minors.

3. Any person who sells or offers to sell any cigarettes or tobacco products shall display a warning sign, as specified in this subsection(3). The warning sign shall be displayed in a prominent place in the building and on any vending or coin-operated machine at all times, shall have a minimum height of three inches and a width of six inched, and shall read as follows:

WARNING

IT IS ILLEGAL FOR ANY PERSON

UNDER EIGHTEEN YEARS OF AGE

PURCHASE OR ATTEMPT TO PURCHASE

CIGARETTES OR TOBACCO PRODUCTS

AND, UPON CONVICTION, A $100.00

FINE MAY BE IMPOSED.

24-35-504. Enforcement authority - designation of agency-coordination-sharing of information.

1. The Division shall have the power to enforce all state statutes relating to the prohibition of the sale of cigarettes and tobacco products to minors. The Division is designated as the lead agency for the enforcement of state statutes in compliance with federal laws relating to the prohibition of the sale of cigarettes and tobacco products to minors.

2. The Division shall coordinate the enforcement of state laws relating to the prohibition the sale of cigarettes and tobacco products to minors by multiple state agencies to avoid duplicative inspections of the same retailer by multiple state agencies.

3. The Division shall work with the Department of Human Services and the Department of Public Health and Environment to ensure compliance with federal regulations for continued receipt of all federal funds contingent upon compliance with laws related to the prohibition of the sale of cigarettes and tobacco products to minors.

4. In order to enforce laws relating to the prohibition of the sale of cigarettes and tobacco products to persons under eighteen years of age, the Department of Revenue is authorized to share information on the identification and address of retailers that sell cigarettes and tobacco products with any state agency responsible for the enforcement of laws relating to the prohibition of the sale of cigarettes and tobacco products to minors.

24-35-505. Hearings

1. Subject to the limitations contained in section 24-35-506, the Division, on its own motion or on a complaint from another governmental agency responsible for the enforcement of laws relating to the prohibition of the sale of cigarettes and tobacco products to minors, shall have the power to penalize retailers for violations of section 24-35-503.

2. (a) A retailer accused of violating section 24-35-503 shall be entitled to written notice of the time and place of the hearing personally delivered to the retailer at the actual retail location or mailed to the retailer at the last known address as shown by the records of the department. The retailer is also entitled to be represented by counsel, to present evidence, and to cross-examine witnesses.

(b) A retailer that does not claim an affirmative defense pursuant to section 24-35-506(2) may waive their right to a hearing and pay the appropriate fine.

3. A hearing pursuant to this section shall be conducted at a location designated by the Division before a hearing officer. The hearing officer shall have the power to administer oaths and issue subpoenas to require the presence of persons and the production of documents relating to any alleged violation of section 24-35-503.

4. If the hearing officer finds, by a preponderance of the evidence, that the retailer violated section 24-35-503, the hearing officer may issue a written order or levy a fine against the retailer, subject to the provisions of section 24-35-506.

5. The findings of the hearing officer shall be a final agency order. Any appeal of the decision of the hearing officer shall be filed with the Colorado Court of Appeals

pursuant to section 24-4-106(11).

6. Any unpaid fine levied pursuant to this section together with reasonable attorney fees may be collected in a civil action filed by the attorney general.

7. Any fines collected for violations of section 24-35-503 shall be forwarded to the state treasurer who shall credit the same to the tobacco use prevention fund created in section 24-35-507.

24-35-506. Limitation on fines

1. For a violation of section 24-35-503(1), the penalty shall be as follows:

a. A written warning for a first violation committed within a twelve-month period;

b. A fine of two hundred fifty dollars for a second violation within a twelve-month period;

c. A fine of five hundred dollars for a third violation within a twelve-month period;

d. A fine of one thousand dollars for a fourth violation within a twelve-month period; and

e. A fine of between one thousand dollars and fifteen thousand dollars for a fifth or subsequent violation within a twelve-month period.

2. Notwithstanding the provision of subsection(1) of this section, no fine for a violation of section 24-35-503(1)shall be imposed upon a retailer that can establish an affirmative defense to the satisfaction of the Division or the hearing officer that, prior to the date of the violation, it:

a. Had adopted and enforced a written policy against selling cigarettes or tobacco products to persons under the age of eighteen years;

b. Had informed its employees of the applicable laws regarding the sale of cigarettes and tobacco products to persons under the age of eighteen years.

c. Required employees to verify the age of cigarette or tobacco product customers by way of photographic identification; and

d. Had established and imposed disciplinary sanctions for noncompliance.

3. The affirmation defense established in subsection(2) of this section may be used by a retailer only twice at each location within any twelve-month period.

4. For a violation of section 24-35-503(2) or (3), the penalty shall be as follows:

a. A written warning for a first violation committed within a twelve-month period;

b. A fine of fifty dollars for a second violation within a twelve-month period;

c. A fine of one hundred dollars for a third violation within a twelve-month period;

d. A fine of two hundred fifty dollars for a fourth violation within a twelve-month period; and

e. A fine of between two hundred fifty dollars and one thousand dollars for a fifth or subsequent violation within a twelve-month period.

24-35-507. Tobacco Use Prevention Fund-Grants.

1. There is hereby created in the State Treasury the Tobacco Use Prevention Fund, referred to in this section as the "fund". Moneys in the fund shall be subject to annual

appropriation by the General Assembly. Any interest derived from the deposit and investment of moneys in the fund shall be credited to the fund. Any unexpended or unencumbered moneys remaining in the fund at the end of any fiscal year shall remain in the fund and shall not revert or be transferred to the general fund or any other fund of the state.

2. Subject to annual appropriations by the General Assembly, the Department of Human Services may take grants from the fund to programs designed to develop training materials for retailers related to the prohibition of the sale of cigarettes and tobacco products to minors or to programs designed to prevent the use of cigarettes and tobacco products by minors.

18-13-121(1),(2)and(3)C.R.S.

(1)Furnishing Cigarettes or Tobacco Products to Minors-sale of cigarettes or tobacco products in vending machines prohibited-warning sign. Any person who knowingly furnishes to any person who is under eighteen years of age, by gift, sale, or any other means, any cigarettes or tobacco products, as defined in section 39-28.5-101(5), C.R.S., commits a class 2 petty offense, and, upon conviction thereof shall be punished by a fine of two hundred dollars. It shall be an affirmative defense to a prosecution under this subsection (1) that the person furnishing the tobacco product was presented with and reasonably relied upon a document which identified the person receiving the tobacco product as being eighteen years of age or older.

(2)(a)Minors Purchasing Cigarettes or Tobacco Products. Any person who is under eighteen years of age and who purchases or attempts to purchase any cigarettes or tobacco products, as defined in section 39-28.5-101(5), C.R.S., commits a class 2 petty offense, and, upon conviction thereof, shall be punished by a fine of one hundred dollars, or the court shall allow such person to perform community service and be granted credit against the fine and court costs at the rate of five dollars for each hour of work performed.

(b). It shall not be an offense under paragraph (a) of this subsection(2) if the person under eighteen years of age was acting at the direction of an employee of a governmental agency authorized to enforce or ensure compliance with laws relating to the prohibition of the sale of cigarettes and tobacco products to minors.

(3). Nothing in this section shall be construed to prohibit any statutory or home-rules municipality from enacting an ordinance which prohibits a person under eighteen years of age from purchasing any cigarettes or tobacco products, as defined in section 39-28.5-101(5), C.R.S, or imposes requirements more stringent than provided in this section.



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GEORGIA DEPARTMENT OF REVENUE

Alcohol and Tobacco Division

Headquarters - Atlanta
270 Washington Street, S.W.

Office of the Director	(404) 656-4252
Assistant Director Law Enforcement and Compliance Operations	(404) 656-4252
Chief of Operations and Audits Alcohol Distillery, Brewery, Winery, Shipper, and Wholesaler Registration and Information Tobacco Shipper and Distributor Registration and Information	(404) 656-4262

Field Enforcement Offices
Alcohol, Tobacco, Coin-operated Amusement Machine Retail Information.
Reporting of Violations of Alcohol, Tobacco and Coin-operated Amusement Machine Laws and Regulations.

Albany - 2700 Palmyra Road (District Office)	(912) 430-4404
Athens - 190 Ben Burton Circle	(706) 542-9961
Augusta - 1054 Claussen Road	(706) 737-1870
Columbus - 307 15th Street (District Office)	(706) 649-1131
Douglas - 111 N. Coffee Avenue	(912) 389-4270
Lithia Springs - 351 Thornton Road	(770) 732-5812
Macon - 630 North Avenue	(912) 751-6059
Morrow - 3000 Corporate Center Drive (District Office)	(770) 960-2043
Rome - 1401 Dean Street	(706) 295-6061
Savannah - 6606 Abercorn Street (District Office)	(912) 356-2834
Tucker - 2082 E. Exchange Place	(770) 414-3555
Valdosta - 312 Canna Drive	(912) 245-6505

TO REPORT *UNDERAGE ALCOHOL VIOLATIONS* (24 HOURS A DAY - TOLL FREE) CALL 1.877.CHECK ID OR E-MAIL US AT :

Underage Alcohol Violations

Underage Alcohol Programs and Services

Alcohol and Tobacco Forms

Rules of the Department of Revenue - 560-2 - Alcohol and Tobacco Division

Tobacco Regulations 560-8-6-

3-1-1 Georgia Alcoholic Beverage Law - General Provisions

3-2-1 Georgia Alcoholic Beverage Law - State Administration and Enforcement

3-3-1 Georgia Alcoholic Beverage Law - Regulation of Alcoholic Beverages Generally

3-4-1 Georgia Alcoholic Beverage Law - Distilled Spirits

3-5-1 Georgia Alcoholic Beverage Law - Malt Beverages

3-6-1 Georgia Alcoholic Beverage Law - Wine

3-7-1 Georgia Alcoholic Beverage Law - Sale of Distilled Spirits by Private Clubs

3-8-1 Georgia Alcoholic Beverage Law - Sale of Alcoholic Beverages at Publicly Owned Facilities

3-9-1 Georgia Alcoholic Beverage Law - Sale of Alcoholic Beverages by Passenger Carriers,
Non-profit Organizations and Hotels and Motels

3-10-1 Georgia Alcoholic Beverage Law - Sale or Possession of Distilled Spirits in Dry Counties
and Municipalities

3-11-1 Georgia Alcoholic Beverage Law - Sales Off Premises for Catered Functions

3-12-1 Georgia Alcoholic Beverage Law - Residential Community Development Districts

48-11-1 Georgia Tobacco Law

48-17-1 Georgia Coin Operated Amusement Machines Law

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Office of Alcohol & Tobacco Control

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Louisiana Department of Revenue
Office of Alcohol & Tobacco Control

A MESSAGE FROM THE COMMISSIONER

I would like to welcome you to the newly designed Louisiana Office of Alcohol and Tobacco Control Web page. ATC is an active organization dedicated to establishing a presence in the community by means of law enforcement, education, and regulatory efforts with the alcohol and tobacco industries of this state.

As you travel through this site, you will find information about the changes we are undertaking, the people who are leading this challenge, and general information about our programs and services. ATC is undergoing a major reorganization as we seek to create new ways to serve the people of Louisiana while assisting them in regulating the alcohol and tobacco industry.

I hope you enjoy your visit to our pages, and I welcome your comments.

Sincerely,

Murphy J. Painter
Commissioner

Louisiana Office of Alcohol and Tobacco Control Commission
1885 Wooddale Blvd.
Baton Rouge, LA 70806-1500
Phone:(504)925-4041
Email: info@atcla.com

Search Results

LN:AAA0361 occurs in 1 record.

Record #1 Format: um

Electronic Access:
- http://www.state.fl.us/dbpr/html/abt/abtpage.html

Title:
- Florida. Dept. of Business and Professional Regulation. Division of Alcoholic Beverages and Tobacco

Originator:
- Florida. Dept. of Business and Professional Regulation.

Subject:
- Alcoholic beverages
- Tobacco products

Local Subject:
- The alcoholic baverage industry
- The tobacco industry
- Cigarettes
- Collection of taxes

Abstract:
- Abstract: The Division of Alcoholic Beverages and Tobacco is responsible for the regulation and licensing of the alcoholic beverage and tobacco industries, the enforcement of cigarette, tobacco products and alcoholic beverage laws and auditing licensed alcoholic beverage and tobacco establishments for the collection of taxes due on cigarettes, other tobacco products and alcoholic beverages.

Notes:
- Purpose: To inform the people of Florida about the services available from this agency.

Technical Requirements:
- Internet access and WWW client software are necessary to access this electronic resource.

Access Constraints:
- Access is not restricted.

Use Constraints:
- None at this time.

Back Up!

MINNESOTA DEPARTMENT OF PUBLIC SAFETY

ALCOHOL & GAMBLING ENFORCEMENT

Alcohol Enforcement Section

Welcome to the Alcohol Enforcement section of the Division of Alcohol and Gambling Enforcement.

Mission Statement:

Alcohol Enforcement protects and serves the public through the uniform interpretation and enforcement of the State Liquor Act. It protects the health and safety of the state's youth by enforcing the prohibition against sales to underage people. It operates as a central source of alcohol licenses and violation records, ensuring availability of records to related agencies and the public. It acts to maintain balance and stability in the alcoholic beverage industry through management of liquor licensing, education, enforcement and regulatory programs.

To carry out this mission, Alcohol Enforcement monitors alcohol from the manufacturers to the public, issues licenses, defines and approves regulatory practices. It provides technical and field assistance to businesses and local units of government. It initiates enforcement actions, resolves and mediates complaints on liquor violations. It conducts formal hearings on violators, and provides forums for discussion and resolution of liquor issues as authorized by M.S. Chapter 340A.

Contents:

- State of Minnesota Underage Compliance Check Grant Program
- Underage Drinking Compliance Check Invoice for Payment Form
- Application for Grant Program Funds
- Frequently Asked Questions About Alcohol Enforcement
- A Brief History of Alcohol Beverage Regulation in Minnesota
- Chapter 340A Liquor Laws / Requests for 340A Liquor Laws in Book form, please contact Minnesota Bookstore
- 7515 Liquor Rules
- License Totals
- Alcohol Inspectors and Area They Cover For Pre-License Inspections
- Documents and Applications Available from Alcohol Enforcement
- Process of Applying for Liquor License - Form Names and Numbers
- Licensing Requirements and Forms Checklist
- Fetal Alcohol Syndrome

Other Web Sites of Interest

- United States Bureau of Alcohol, Tobacco, and Firearms
- Minnesota Labor Laws: Wages, Hours and Employment
- Minnesota Department of Revenue
- Information for New Businesses in Minnesota

Send comments or suggestions to:
Marlene Kjelsberg, Alcohol Enforcement Section, 444 Cedar Street, Suite 133, St. Paul, MN 55101-2156
or Email Al.Erickson@state.mn.us

Telephone: (651) 296-6430; TTY: (651) 282-6555; FAX: (651) 297-5259

Last Reviewed/Updated: July 29, 1999.

URL http://www.dps.state.mn.us/alcgamb/alcenf/alcenf.html



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North Carolina Department of Crime Control & Public Safety

Richard H. Moore, Secretary
John D. Smith III, Director

William B. Patterson, Jr., Deputy Director for Administration
Randy Knight, Deputy Director for Operations
Ed Holmes, Assistant Director

REPORT PRICE GOUGING
1-877-ALE AGENT

The ALE Mission

The Responsibility of the North Carolina Alcohol Law Enforcement Division is to take investigatory and enforcement action for any criminal offense. The Primary Mission is the enforcement of the State Alcoholic Beverage Control laws, the Controlled Substances Act and tobacco sales to minors. The Alcohol Law Enforcement Division shall also perform such other law enforcement duties as are assigned by the Secretary and/or Governor.

The Mission will be accomplished through reasonable and prudent law enforcement and quality service to the public based upon high ethical, professional, and legal standards.

Our goal is consistent statewide enforcement, education, and control of the legal and illegal sale, consumption, distribution, and transportation of alcoholic beverages with special attention directed towards the possession and use of alcohol by underage persons, and the prevention of violent crime due to alcohol and drug abuse.

To report alcohol and tobacco violations, please call our ALE VIOLATION TIP LINE!

Call Toll-Free: 1-877-ALE AGENT (1-877-253-2436)

4704 Mail Service Center
Raleigh, North Carolina 27699-4704
Telephone (919) 733-4060
Fax (919) 733-8002

e-mail NC ALE

Liquor Enforcement Unit *A Member of Ohio's Safety Team*



Mission Statement | Programs | Things you should know | Enforcement Office Locations
Employment Opportunities | News Releases

Mission Statement

The mission of the Liquor Enforcement Unit is to ensure compliance with the State Liquor Laws as contained in Chapter 43 of the Ohio Revised Code, with special emphasis on the sale to and consumption of alcoholic beverages by persons under 21 years of age.

The unit also focuses on public awareness and enforcement programs to encourage the legal and responsible manufacture, sale, or use of alcoholic beverages.

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Programs

Joint Enforcement Liquor Enforcement Agents work with Federal, State, and Local Law Enforcement agencies throughout Ohio to investigate any and all allegations of criminal misconduct involving minors, illegal sales, after hours parties or sales, keg parties, gambling and various other violations of the law. This type of enforcement can be initiated by liquor enforcement officers or local police. Agents have assisted in all types of arrests including food stamp fraud, illegal possession of intoxicating liquor and beer, and purchase of beer and alcohol from other states.

Cops in Shops Liquor Enforcement Agents provide training to local law enforcement agencies throughout the state to detect and deter underage purchases of alcohol. The Ohio Department of Public Safety offers a federal grant to police and sheriff's offices to participate in this program. The officer investigates by portraying a clerk checking the I.D.s of persons appearing to be under 21 years of age who attempt to purchase alcohol. When the store agrees to participate in Cops in Shops, there are no criminal or civil charges filed for any illegal findings while the officer is in the store as a "Cop in the Shop."

The Sober Truth The Sober Truth program is a means of educating Ohio's young people about Ohio's liquor laws as those laws relate to minors. This free program was designed to increase student knowledge about alcohol and its effects and to encourage responsible decision-making in its use. The presentation is made by liquor enforcement agents or local law enforcement officers. The students have a very positive reaction to the officer. Students are given an opportunity to ask questions and contribute stories.

Alcohol Server Education Program (ASEP) The ASEP is conducted by liquor enforcement agents as a means of educating permit holders and their agents, employees, and servers about the Liquor Control Act and the Rules of the Liquor Control Commission. The focus is on illegal sales to minors (anyone under the age of 21), fake I.D.s, sales to intoxicated persons, after hours sales, delivery and consumption of alcohol, limitations on "happy hours," and gambling. This program is extended to civic organizations and college campuses upon request.

Chemical Laboratory The laboratory is operated by qualified chemists who analyze all evidence confiscated by Liquor Enforcement Agents and other Law Enforcement Agencies. Evidence is confiscated or collected, properly marked and sealed for later identification, and delivered to the chemist for analysis. The test results are used in the prosecution of the case. The chemical laboratory has no knowledge of or control over the evidence until it reaches the laboratory. The officer who confiscates the evidence personally delivers it to the laboratory. The chemist is often subpoenaed to testify in court on the analysis of the beer, intoxicating liquor, wine, mixed beverages, spirituous liquor, low-alcohol beverages and marijuana.

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Things you should know

- If you give alcohol to anyone under 21 years of age and they, in turn, hurt someone or damage property, you can be sued.
- If a person under the age of 21 helps to pay for alcohol, even if the buyer is 21 years old, it is against the law.
- Legally, parents can give alcohol to their own children if it is consumed in their presence.
- Champagne, sparking win, or drinks mixed with soda get people intoxicated at a faster rate.
- A person must be 18 years of age to sell beer or alcohol in sealed containers.
- No sale of beer or intoxicating liquor may be made to an intoxicated person.
- There are limits on "happy hours," such as: no two drinks for the price of one; no discount prices after 9:00 p.m.; no unlimited number of servings for a fixed price during a set period of time.
- It is illegal for any person to possess an open container of beer, wine or liquor in any public place.
- No one of any age may drink beer, win or intoxicating liquor in a motor vehicle: automobiles, recreational vehicles, boats, riding lawn mowers, etc.
- An individual using a fake driver license to buy beer or intoxicating liquor may lose driving privileges for one year. An individual who lends his/her license to another for the purchase of beer or intoxicating liquor may also lose driving privileges for one year and possibly be fined up to $400 and/or be sentenced up to six months in jail.

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Enforcement Office Locations

Liquor Enforcement Complaint Hotline
1-800-282-3477

Athens Enforcement Office
P.O. Box 99
The Plains, Ohio 45780
(614) 797-2880

Akron Enforcement District
470 Portage Lakes Drive
Akron, Ohio 44319
(330) 644-0318

Cincinnati Enforcement District
10014 International Blvd.
Cincinnati, Ohio 45246
(513) 942-0489

Columbus Enforcement District
1952 W. Broad Street
Columbus, Ohio 43223
(614) 644-2413

Cleveland Enforcement District
4555 Renaissance Pkwy.
Warrensville Heights, Ohio 44128
(216) 464-4865

Toledo Enforcement District
6224 Merger Drive
Holland, Ohio 43528
(419) 866-9907

Vandalia Enforcement Office
P.O. Box 278
Vandalia, Ohio 45377
(937) 890-8194

Oklahoma ABLE Commission

Alcoholic Beverage Laws Enforcement

Welcome

Quick links:
Commissioners | **License Application Form**



Mission Statement

The mission of the ABLE Commission is to protect the public welfare and interest in the enforcement of the laws pertaining to alcoholic beverages, charity games, and youth access to tobacco. We accomplish this mission through unique focused initiatives, effective communications, professionalism, and commitment to high standards of quality performance.

Outline of ABLE Site

- ABLE Commission
  - Commissioners
  - Commissioner Eligibility
  - History
  - News
- Office Of The Director
  - Director
  - Legal
  - Special Projects
- Administrative Services
  - Administrative Hearings
  - Charity Games/Application
  - Legislative Liaison
  - Personnel
- Business Office
  - Management and Payroll/Employee Benefits
  - Licensing/Application
  - Finance
  - Data Services
  - Brand Registration/Revenue Collections
- Enforcement Division
  - Eastern District Office and Counties
  - Southern District Office and Counties
  - Western District Office and Counties



E-Mail Comments to ABLE Commission at:
ablecomm@mhs.oklaosf.state.ok.us

Oklahoma ABLE Commission
Main Office Telephone Number:
405-521-3484

Last Updated August, 1999
Best Viewed using Netscape Navigator

Enforcement Division



Return to Home Page

Division Director

The Director of Enforcement and the Enforcement Division are tasked with ensuring compliance with the Oklahoma Alcoholic Beverage Control Act, the Charity Games Act, and the Prevention of Youth Access to Tobacco Act. This is accomplished through regular inspections of all licensed entities and investigations of complaints alleging law violations. Priority enforcement is directed toward the elimination of access to tobacco and tobacco products to persons under the age of 18 and the elimination of access to alcoholic beverages to persons under the age of 21. It is the intent of the Enforcement Division to investigate all complaints concerning these types of violations through cooperative efforts with all state, county, and municipal law enforcement agencies and through the on-going utilization of the nationally recognized "Cops In Shops" program.

To facilitate enforcement efforts the State has been divided into three (3) districts: Eastern, Southern, and Western with District offices located in Tahlequah, Lawton and Oklahoma City. The office of the Director of Enforcement is located at the ABLE Commission main office located at 4545 North Lincoln Blvd., Suite 270, Oklahoma City, Oklahoma 73105.

District Office Locations and Office Numbers

Click below to obtain district office information.

- **Eastern District Office and Counties**
- **Southern District Office and Counties**
- **Western District Office and Counties**



Oklahoma ABLE Home Page



What We Do

ABC Law enforcement personnel:

- Conduct background investigations to determine whether an applicant for an ABC license has demonstrated respect for the law and to ascertain whether the business is likely to meet food, public safety requirements, and other standards;
- Inspect ABC-licensed establishments (13,500) throughout the year to ensure compliance with ABC laws and regulations;
- Investigate businesses to determine if record falsifying or skimming or money laundering has occurred;
- Make observations and surveillances of licensed and unlicensed establishments to curb illegal activities, including moonshine operations and nip joints, to ensure public safety and health, and to ensure collection of tax dollars;
- Investigate, in conjunction with ABC matters, illicit drug use or distribution, and gambling activities.

Virginia ABC Retail Licensee Guide

A Summary of ABC Laws and Regulations

The "Retail Licensee Guide" was created with the intent of providing all ABC retail licensees and their employees with an easy-to-use reference for understanding Virginia alcoholic beverage laws. General background information is presented at the beginning of the guide outlining the role of the ABC Department and the different types of licenses. The next section deals with what are considered the most serious of all ABC violations, sales to underage persons and sales to intoxicated customers. Other topics covered include prohibited conduct, restricted hours, employment practices, advertising, license issues, and record keeping.

Additional information:

- Licensing Process
- License Types and Costs
- FAQ
- ABC Laws
- Alcohol Education: Licensees

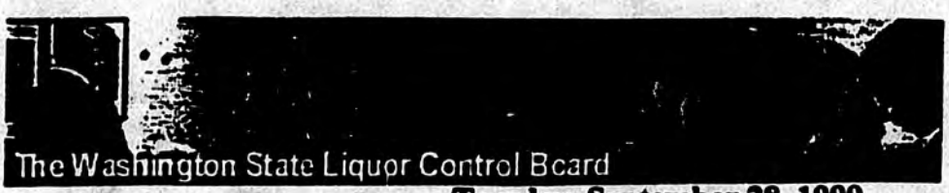
If any other questions should arise, feel free to contact the ABC Central Office or any Regional Office at the phone numbers listed below. Also, you can e-mail your questions to: spwalkr@abc.state.va.us

Interested in looking up ABC legislative code? On the Virginia Legislative Information System website, Regulations of the Virginia Alcoholic Beverage Control Board are listed under Title 3 of the Virginia Administrative Code and The Alcoholic Beverage Control Act is listed under Title 4.1 in the Code of Virginia

Use this link to the Virginia Legislative Information System for searchable databases of The Code of Virginia and The Virginia Administrative Code.

Related Web Sites





Contact Us

Tuesday, September 28, 1999

- Featured Items
- Public Meetings
- Alcohol Awareness
- Tobacco Facts
- Product Information
- Liquor Stores
- Licenses & Permits
- Laws & Regulations
- Enforcement
- Board Administration



Washington Wine Month
August 23 - September 30

NEWS UPDATE

WASHINGTON WINES "ENJOYED THE WORLD OVER"



September 28, 1999

Olympia- This year's Washington Wine Month marks the fifteenth year the Washington State Liquor Control Board has dedicated a special month to feature the wines produced in our state. From August 23 through September 30, the Liquor Control Board's stores and independently owned agencies will highlight a wide selection of Washington wines.

Washington State is now the second largest wine-producing state in the nation, with over 25,000 acres of vineyards and 122 wineries.



Report Violators



Spirits, Wine & Beer



Find Liquor Store



- Other Press Release Information
- Agency Newsletter
- Where Your TAX $$$ Go
- Proposed Rule Changes
- Y2K Status
- Our Story
- Photo History
- Price Posting (Licensees Only)

Board Information | Report Violator | Liquor Store | Product | Video

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Please contact the webmaster with any questions.

sales to minors [U.S. Department of Health and Human Services (USDHHS) 1994]. Finally, successfully reducing youth access to tobacco is important to the states in order to continue receiving their full substance abuse block grant funding as well as in meeting the federal requirements of the Food and Drug Administration's (FDA) regulations to restrict tobacco products from youth (FDA 1996)." [*Synar Regulation: Sample Design Guidance*, Center for Substance Abuse Prevention, 1996]

In January 1996, the U.S. Department of Health and Human Services published, in the Federal Register, their Final Rule (45 CFR Part 96) on the "Tobacco Regulation for Substance Abuse Prevention and Treatment Block Grants." The Final Rule, effective February 20, 1996, outlined requirements for all states for administering the Synar legislation.

Wisconsin's Law

In compliance with the federal Synar legislation, Wisconsin state law forbids the sale and purchase of tobacco products to any person under the age of 18. **State Statute 134.66** ***Restrictions on Sale or Gift of Cigarettes or Tobacco Products*** forbids retailers from selling or giving cigarettes to any person under the age of 18 (see Appendix A). This statute also requires retailers to post a sign stating that sales to minors are forbidden by state law. Additionally, tobacco vending machines must be placed in the immediate vicinity, plain view and control of an employee, and shall be inaccessible when the premises are closed. Vending machines shall not be placed with 500 feet of a school. **State Statute 938.983** ***Purchase or Possession of Tobacco Products Prohibited*** restricts underage persons from purchasing, possessing, or using tobacco products (see Appendix B).

Next Section, Survey Design/Methodology and Implementation

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Results from the 1997 Wisconsin Synar Retail Tobacco Compliance Check Survey

Gary Nelson, Synar Project Coordinator

Introduction

Federal law requires that all states, as a condition of receiving substance abuse prevention and treatment block grant funding, comply with section 1926 of the Public Health Service Act, otherwise known as the "Synar Amendment." In order to meet this requirement, states must demonstrate a measurable reduction in retail tobacco sales to underage youth over the next several years.

One major component of the federal requirement is that states must conduct a statewide retail "compliance check" survey. The purpose of this survey is to gather information regarding the prevalence of illegal retail sales of tobacco products to underage youth. This survey is conducted on an annual basis as an ongoing measure to gauge progress in decreasing the incidence of such sales. The information gathered in the survey is reported annually to the U.S. Department of Health and Human Services as part of Wisconsin's Substance Abuse Prevention and Treatment Block Grant application, in compliance with the federal Synar legislation. This report summarizes the results of the compliance checks conducted in 1997 in Wisconsin.

Background

The Center for Substance Abuse Prevention (CSAP) provides the following background and description of the Synar Amendment:

"In July 1992, Congress enacted the Alcohol, Drug Abuse and Mental Health Administration Reorganization Act (P.L. 103-321), which includes an amendment (Section 1926) aimed at decreasing access to tobacco products among individuals under the age of 18. Named for its sponsor, Congressman Mike Synar of Oklahoma, the Synar Regulation requires states to enact and enforce laws prohibiting any manufacturer, retailer, or distributor from selling or distributing tobacco products to individuals under the age of 18. The goal of the amendment is to reduce the number of successful illegal purchases by minors to no more than 20% in each state within a negotiated time period.

The Synar Regulation requires that each state annually conduct random, unannounced inspections of a sample of tobacco vendors to assess their compliance with the state's access law. Each state must submit an annual report to the Secretary of Health and Human Services describing that year's enforcement activities, the extent to which the state reduced availability of tobacco to minors, and a strategy and time frame for achieving an inspection failure rate of 20% or less of outlets accessible to minors. A noncompliant state may lose a percentage of its federal block grant funds for substance abuse prevention.

Successful implementation of the Synar Regulation is important for several reasons. First, it will facilitate the reduction of both current and future health problems among adolescents. Second, compliance with the law is consistent with the public's support of measures to prevent the use of tobacco by young people, and, specifically, effort to discourage tobacco

BRENA, BELL & CLARKSON, P.C.

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KEVIN G. CLARKSON, OF COUNSEL
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FACSIMILE: (907) 258-2001
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E-MAIL: BRENALAW@ALASKA.NET

PRIVATIZATION REPORT

OIL AND GAS AUDIT DIVISION

ALASKA DEPARTMENT OF REVENUE

Prepared by Leonard Steinberg

The Oil and Gas Audit Division of the Alaska Department of Revenue is one of the State of Alaska's major profit centers. The Oil and Gas Audit Division's primary mission is to ensure that the State receives all of the oil and gas severance tax revenue it is due.[1] In addition, the Oil and Gas Audit Division is involved in establishing the value of the oil and gas properties on which local governments assess taxes.[2] Finally, the Oil and Gas Audit Division also audits state royalty payments under an agreement with the Alaska Department of Natural Resources.[3]

The State Budget's BRU name is Revenue Operations. The State Budget's Component name is Oil and Gas Audit. The Division's current fiscal year total budget is $2.663 million, 90.5% of which ($2.412 million) is from the State's General Fund. For its efforts, the Oil and Gas Audit Division brought in approximately $770 million in severance tax revenue alone in Fiscal Year 1998.

The Oil and Gas Audit Division currently has 32 employees, all located in Anchorage. Most

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[1] AS 43.55 – Oil and Gas Production Taxes and Oil Surcharge

[2] AS 43.56 – Oil and Gas Exploration, Production and Pipeline Transportation Property Taxes

[3] AS 38.05 – Alaska Land Act

of the agency's employees are accountants and economists who need current computer hardware and software to fully perform their duties. Job performance is also enhanced by ensuring access to information (sometimes subscriptions with private data collection services) and employee training. In recent years, these employees have been organized into five subgroups.

1. The largest group are the auditors which have the direct responsibility of auditing oil and gas tax returns.
2. There is also an appeals group which is responsible for hearing and deciding informal appeals of assessments and assist with appeals of the Division's assessments before an administrative law judge.
3. The property tax group is responsible for setting an assessed value on all oil and gas properties.
4. The tax examination performs desk audits checking for completeness and mathematical accuracy of oil and gas returns.
5. The economic research group provides an economic analysis of the state's oil and gas taxes as well as generates the State's revenue forecasts.

Existing efforts to reorganize include the following: The number of Oil and Gas employees has steadily been decreasing in recent years. In Fiscal Year 1993 the Division had 47 employees, today the Division has 32 employees, and by the end of this Fiscal Year it expects to be down to 29 employees. In addition, the Oil and Gas Audit and Income and Excise Tax Divisions plan to combine during the Spring of 2000. Some audit functions are already outsourced accounting for approximately $150,000 of $400,000 budgeted for contractual services in the current fiscal year.

Finally, through a Memorandum of Understanding, the task of determining the assessed value of oil and gas properties has been delegated at no cost to the Division to the North Slope Borough, the primary beneficiary of the oil and gas property tax.

The most significant privatization opportunities lie in outsourcing audit and economic functions to private contractors. Such outsourcing, however, is not recommended for the following reasons:

1. Tax collection, tax auditing, and economic analysis are traditional government functions.
2. Private contractors may not be experienced or well-suited to interpreting and applying state tax law, the most challenging part of the audit function.
3. Private contractors would have to be supervised by state employees, introducing an additional level of management that might offset any savings from using private contractors.
4. The private accountants and economists suitable for doing this type of work generally receive much larger compensation packages than state employees.
5. The costs associated with using private accountants and economists might discourage the Division from pursuing matters.
6. Taxpayer confidentiality is always an issue and could be comprised through the use of private contractors.

For the reasons set forth above, the Committee recommends continuing to outsource some

of the audit functions where it is economically efficient to do so. The Committee also endorses the consolidation of the Oil and Gas Audit and Income and Excise Audit Divisions and the Memorandum of Understanding which provides for local government to expend much of the resources required to determine the assessed value of oil and gas properties. No new privatization initiatives are recommended at this time.

September 3, 1999 (11:23AM)

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ALASKA STATE LEGISLATURE

LEGISLATIVE BUDGET AND AUDIT COMMITTEE

Division of Legislative Finance
P.O. Box 113200
Juneau, AK 99811-3200
(907) 465-3795
FAX (907) 465-1327

MEMORANDUM

DATE: October 6, 1999

TO: Representative John Cowdrey

FROM: Ginger Blaisdell
Fiscal Analyst

SUBJ: Department of Revenue, Treasury Division

The Revenue Subcommittee of the Privatization Commission requested information through your office and the Legislative Budget and Audit Committee about the Treasury Division. The questions are addressed below.

Is 70% of the Division of Treasury's work related to the State's pension funds?

You stated that 70% of the Division of Treasury budget is paid from earnings of the state managed pension funds. The percent of FY00 total funding for the division from Alaska State Pension Investment Board (ASPIB) is $1,527.2 of $2,837.5, or 53.8%.

The receipts from the ASPIB to the Treasury Division pay for personal services, supplies, equipment, information services (like Bloomberg or Telerate) and telephone costs. Portfolio management fees are specific to the funds and are paid by the investor. Travel is generally charged according to the purpose. Other contract services are generally charged according to purpose although; if the division were to do an "overall" project (like a server upgrade), the costs would be split 70/30.

In 1995 or 1996, the Treasury Division conducted a time study to determine a reasonable cost allocation methodology for charging all the funds the division manages. Both time and asset size are accepted cost allocation methods and both methodologies were considered.

- **Time-Study:** Investment officers, accountants, data processing and the cash manager all spend significant amounts of time managing retirement asset issues. Approximately 58% of all hours counted were spent on ASPIB accounts. When salaries were weighted by actual wages, because higher paid investment officers spend the greatest amount of the time, 70% of the division's personal services were spent for individuals managing the retirement accounts.
- **Asset Size:** The percentage of total assets managed for ASPIB are 68-69%.
- The ASPIB Board agreed that 70% was a reasonable cost allocation for personal services and purchases directly related to the management of the ASPIB funds.

A cost allocation study to be performed by an independent third party is planned for late May 2000.

Is there a danger in having a single entity steer the Treasury Division and Permanent Fund Corporation's major investment activities?

The danger in having a single entity advising several state agencies is minimized by the type of services the state purchases. Investment advice is not a speculative activity; a primary objective of the advisors is to limit risk (volatility) through asset allocation.

The Treasury Division uses Callan and Associates as its general financial consultant. The Treasury Division also uses the Investment Advisory Council that is made up of three major consulting firms. Representatives from the Investment Advisory Council attend investment meetings to assist the division in investment planning. The Treasury Division also uses Townsend Group for real estate consultation.

Other state agencies that use Callan and Associates as their primary financial consultant include the Permanent Fund Corporation, University of Alaska, and a newly awarded* contract for the Alaska Industrial Development and Export Authority. The cities of Anchorage, Juneau and Valdez also contract with Callan and Associates for financial consultation.

The Alaska Housing Finance Corporation contracts with O'Brien Partners, New York for financial consultation due to their national expertise with housing authorities.

Other financial consultants are used in Alaska. Examples of two of the primary consultants are Wrts Associates contracted by Anchorage Fire and Police; and Dorne and Helliesen contracted by Doyan Corporation.

Callan and Associates is a well respected national firm and continues to be selected through the Request For Proposal (RFP) process by Alaska's state agencies as well as other Alaska businesses. Treasury and the Permanent Fund Corporation solicit requests for services approximately every 5 years.

When an RFP is issued, two primary types of consulting firms typically respond.

1. Smaller organizations would provide the state with the data to conduct its own simplistic query and analysis scenarios. The data provided is usually a gathered through a co-op process where information is shared with multiple small firms, then sold as a total package. The smaller firms would also provide consultation services.

2. Larger firms such as Callan and Associates and Frank Russel (Tacoma) have their own data bases. Large firms conduct query and analysis as part of the contract for the state. This data base style seems to be more current with market trends. Callan and Associates performs due diligence activities for the state that are not typically offered by the smaller firms.

Please contact me at 465-5432 or ginger_blaisdell@legis.state.ak.us if you would like me to gather additional information regarding the use of funding for the Treasury Division or of Callan and Associates as the state's primary financial consultant.

* The contract for the Alaska Industrial Development and Export Authority may still be in the appeal stage and may not yet be technically awarded to Callan and Associates.

DRAFT

I. **Agency & Department Name:** Alaska Department of Revenue, Treasury Division

II. **BRU and Component Names as listed in state budget:** Treasury Management

III. **Total Budget, all funds:** $2817.5 total
identify fund sources: $1098.8 from general fund

IV. **Total Revenue derived:** $1718.7
net cost to state: $1098.8

V. **Identify Constitutional and Statutory Provisions Governing Agency Operation:** AS 44.17, AS44.25, AS44.85.

VI. **Agency Mission, Goals and Objectives:** Treasury is the bank and trust department for the State of Alaska. The Treasury Division provides cash management, investment management, debt management, and accounting services for the various retirement funds, the State's General Fund, the Constitutional Budget Reserve Fund and numerous other funds and trusts. There are several sections within the Treasury Division: the Office of the Deputy Commissioner, Portfolio Management, Accounting, Cash Management, Debt Management, and the Liaison Officer to the Alaska State Pension Investment Board.

VII. **Number of Employees:** 29

Identify Specialized Expertise Needed for Mission: Eight employees are investment officers, many others require specialized training and/or credentials to manage the state's finances.

VIII. **Describe Technology Used to Perform Mission:** State of the art automated systems.

Identify Specialized Equipment Needed for Mission: Real time access to financial market data; accounting programs.

IX. **List Existing Agency Contracts including amount, contractor, purpose, term, and procurement method:** Treasury Division Contracts

The Treasury Division, Cash Management Section has a contract that will allow state agencies to accept credit cards in payment of state fees and services. Offices for the Division of Motor Vehicles are set up for credit card acceptance. The Alaska Marine Highway System has a contract processor. The Department of Administration is working with the state's contractor to accept payment via the internet and through interactive voice response system.

Cash Management's return check collection program includes the use of a collection agency. A contract was obtained at no cost to the state and with terms that did not conflict with the current collection process.
The Treasury Division provides staff support, office space and administrative services to the Alaska Municipal Bond Bank authority.
The Cash Management Section has a contract that allows state agencies to accept credit cards for payment of fees and services. The Alaska Marine Highway System has converted all of its locations and the division of Motor Vehicles is accepting cards.
As part of its 5-year contract with Key Bank, the Cash Management Section has required that copies of all state warrants be available on CD-ROM.
The Cash Management Section worked with the Department of Labor to initiate and implement electronic payments for unemployment benefits to other states. This eliminated the manual preparation of checks.

X. **Identify Existing Privatization Practices, if any. Evaluate them for effectiveness and public accountability.** See item IX.

XI. **Make Recommendations per Section 5 in SB 33, including suggestions for new legislation:** Recommend Treasury continue the current practice and continue to look for additional contracting-out opportunities.

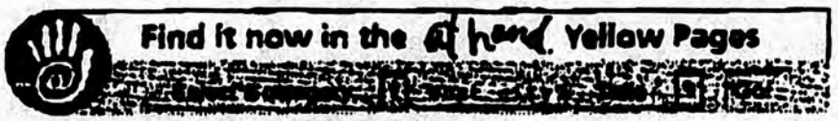
XII. **Explain rational for each recommendation, the number of votes for and against it.** Not applicable.

XIII. **List problems or barriers to implementing proposed privatization.** Control of state assets of the magnitude dealt with by the Treasury Division should be understate employee management. Treasury has few employees and huge responsibilities. Clearly they have already heavily privatized their functions.

[redacted]

Made available by Touch N' Go Systems, Inc., and the
Law Offices of James B. Gottstein.

You can search the Alaska Statutes, go to The Alaska Legal Resource Center, or the Touch N' Go home page.



Alaska Statutes.
Title 37. Public Finance
Chapter 10. Public Funds
Section 210. Alaska State Pension Investment Board

previous: Section 100. Costs of Action and Disposition of Amount Recovered.
next: Section 220. Powers and Duties of the Board.

AS 37.10.210. Alaska State Pension Investment Board.

(a) There is established the Alaska State Pension Investment Board in the Department of Revenue. The purpose of the board is to provide prudent and productive management and investment of state pension funds and, upon agreement with the commissioner of the department or the fiduciary responsible for the fund, of other state funds.

(b) The board consists of eight trustees. Two of the trustees shall be elected by the members of the public employees' retirement system from the membership of the system. Nominations may be made by the Public Employees' Retirement Board or by petition signed by at least 10 persons eligible to vote in the election. One of the trustees elected from the membership of the public employees' retirement system must be a participant in the supplemental employee benefits program established under AS 39.30.150 - 39.30.180. Two of the trustees shall be elected by the members of the teachers' retirement system from the membership of the system. Nominations may be made by the Teachers' Retirement Board or by petition signed by at least 10 persons eligible to vote in the election. The governor shall appoint three trustees. At least one of the appointed trustees must represent employers, other than the state, who participate in one of the retirement systems. The appointed trustees must have business and investment experience. The commissioner of revenue serves as a trustee.

(c) The appointed and elected trustees shall serve for staggered terms of four years and may be reappointed or reelected to the board.

(d) The governor may, by written notice to the trustee, remove an appointed trustee for cause. The Public Employees' Retirement Board may, by written notice to the trustee, remove a member elected from the membership of that retirement system for cause. The Teachers' Retirement Board may, by written notice to the trustee, remove a member elected from the membership of that retirement system for cause. After a trustee receives written notice of removal, the trustee may not participate in board business and may not

be counted for purposes of establishing a quorum.

(e) A vacancy on the board of trustees shall be promptly filled in the same manner as the seat was originally filled. A person filling a vacancy holds office for the balance of the unexpired term of the person's predecessor. A vacancy on the board does not impair the authority of a quorum of the board to exercise all the powers and perform all the duties of the board.

(f) The board of trustees shall annually elect a chair from among its members.

(g) Five trustees constitute a quorum for the transaction of business and the exercise of the powers and duties of the board.

(h) A trustee may not designate another person to serve on the board in the absence of the trustee.

(i) The board shall adopt a policy concerning investment education for trustees.

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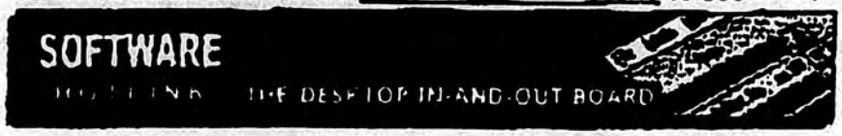

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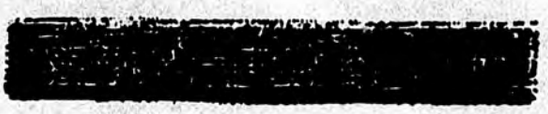
If it is critical that the precise terms of the Alaska Statutes be known, it is recommended that more formal sources be consulted. For statutes adopted after the effective date of these statutes, see, Alaska State Legislature If any errors are found, please e-mail Touch N' Go systems at touchngo@touchngo.com. We hope you find this information useful.

Last modified 6/14/1999



Made available by Touch N' Go Systems, Inc., and the
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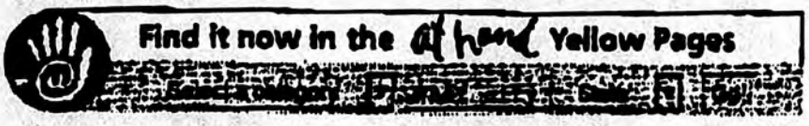
You can search the Alaska Statutes, go to The Alaska Legal Resource Center, or the Touch N' Go home page.



Alaska Statutes
Title 37. Public Finance
Chapter 10. Public Funds
Section 220. Powers and Duties of the Board

previous: Section 210. Alaska State Pension Investment Board.
next: Section 230. Conflicts of Interest.

AS 37.10.220. Powers and Duties of the Board.

(a) The board shall

(1) hold regular and special meetings at the call of the chair or of at least four members;

(2) establish investment policies for the funds for which it is responsible after reviewing recommendations from the investment advisory council and the Department of Revenue;

(3) submit long-range and quarterly investment reports to the Legislative Budget and Audit Committee;

(4) report to the governor and employers participating in the retirement systems by the first day of each regular legislative session concerning the investment of funds for which the board is responsible, including financial and investment policies established by the board, and enclose a summary of the most recent performance evaluations of the funds managed by the board; the board shall notify the legislature that the report is available;

(5) contract with external performance evaluators to review the performance of each fund for which the board is responsible and report each year on the fund's condition to the board of trustees and to the other appropriate boards;

(6) engage independent certified public accountants to perform an annual audit of each of the funds for which the board is responsible and to report to the board with the results of the audit;

(7) review the actuarial earnings assumption for each fund for which the board is responsible every two years and report its findings and recommendations to the appropriate board or agency;

(8) after reviewing the recommendations from the Department of Revenue and the advisory council, select and retain the external investment managers and custodians for the funds managed by the board;

(9) develop an annual operating budget plan and present it to the Department of Revenue and the office of management and budget; the board shall notify the legislature that the plan is available.

(b) The board may

(1) employ outside investment advisors to review investment policies and make recommendations to the board;

(2) employ legal counsel subject to the approval of the attorney general.

(3) contract for services necessary to carry out its powers and duties;

(4) enter into an agreement with the commissioner of the department or the fiduciary responsible for another state fund to assume fiduciary or management responsibilities for investing the other state fund;

(5) do all acts necessary to carry out the powers expressly granted or necessarily implied in this chapter.

(c) The board shall meet annually, either jointly or separately, with the Public Employees' Retirement Board, the Teachers' Retirement Board, and the Department of Administration to review benefit administration of each of the retirement systems and of the employee benefits program established under AS 39.30.150 - 39.30.180 and the deferred compensation program under AS 39.45. The Department of Administration and each retirement board shall report to the investment board on benefit administration and other issues for that retirement system or program that may affect the investment and management of the fund

(d) The chair of the board shall appoint a trustee to present the board's position to legislative committees when the committees are considering the board's operating budget. The board is otherwise subject to AS 37.07

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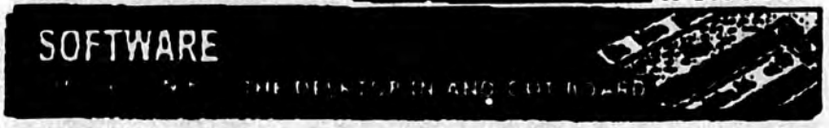

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Last modified 6/14/1999

December 16, 1998

December 15, 1998

The Honorable Tony Knowles, Governor
Members of the Alaska State Legislature
Public Employees' Retirement Board
Teachers' Retirement Board
Alaska State Pension Investment Board
Employers and Members of the Systems

We are pleased to present the Comprehensive Annual Financial Report (CAFR) of the Public Employees' Retirement System (PERS) and the Teachers' Retirement System (TRS) (Systems) for the fiscal year ended June 30, 1998. This report is intended to provide comprehensive information on the financial operations of the Systems for the year. Responsibility for both the accuracy of the data, and the completeness and fairness of the presentation, rests with the management of the Systems.

Although financial, investment, actuarial, and statistical information for both PERS and TRS is presented in this report, they are legally and financially two separate systems. The report is separated into two components, one for PERS and the other for TRS, with a common Introductory Section. The Introductory Section contains the administrative organization, the Certificate of Achievement for Excellence in Financial Reporting, and a letter of transmittal. Each component is divided into the following four sections:

- a Financial Section, which contains the Independent Auditors' Report, financial statements, schedules and supplementary information;
- an Investment Section, which contains a report on investment activity, investment results, and various investment schedules;
- an Actuarial Section, which contains the Actuarial Certification letter and the results of the annual actuarial valuation; and
- a Statistical Section, which includes various graphs and tables of significant data.

TRS was established in 1955 to provide pension and postemployment healthcare benefits for teachers and other eligible participants. PERS was established in 1961 to provide pension and postemployment healthcare benefits for eligible state and local government employees. Normal service, survivor and disability benefits are provided to all members who attain the age and service requirements of the Systems.

	PERS			TRS		
	FY98	FY97	FY96	FY98	FY97	FY96
Net Assets (millions)	$ 7,438.4	6,566.2	5,567.7	3,915.2	3,492.1	3,030.6
Participating Employers	148	150	156	62	62	61

Reporting Entity

The Systems are considered component units of the State of Alaska for financial reporting purposes. Because of the closeness of the Systems' relationship to the State, they are included in the State of Alaska CAFR as blended component units.

The Commissioner of the Department of Administration, appointed by the Governor, is responsible for administering the Systems. In order to meet the statutory requirements of administering the Systems, the Commissioner appoints the Director of the Division of Retirement and Benefits. The Director is responsible for the daily operations of the Systems.

The Public Employees' Retirement and the Teachers' Retirement Boards prescribe policies and regulations, hear appeals and approve employers' contribution rates prepared by the Systems' independent actuary.

The Alaska State Pension Investment Board (ASPIB) is the fiduciary of the funds. ASPIB has statutory oversight of the Systems' investments and the authority to invest the Systems' monies. Actual investing is performed by external investment firms and investment officers of the Department of Revenue, Treasury Division. The Treasury Division is responsible for carrying out investment policies established by ASPIB.

Major Initiatives

The Systems continued to make progress on continuing projects and completed several new ones during the year. Most of these efforts focused on improvements in technology, providing additional methods for members to obtain information about the Systems and their benefits, and complying with new accounting requirements.

Changes to the current computer systems to improve current operations and to become Year 2000 compliant are proceeding. A conversion of employer reporting to electronic media is in progress.

On July 1, 1997, the Systems became self-insured for all postemployment healthcare benefits and contracted with a third party claims payor. The advantages to self-insuring include allowing greater flexibility in developing health care options. A link to the web site of our new health claims payor, NYLCare Health Plans Northwest, has been added to the Systems' home page. This site was created specifically for the Systems' health plans. At the site, members can print out claims forms and have access to information on benefits, wellness resources, hospitals, pharmacies, and providers.

Our web site has been expanded to include Projection Estimators that will estimate a member's monthly benefit at retirement. Members can estimate their PERS or TRS benefit and review their potential benefit under the Retirement Incentive Program (RIP).

The Systems adopted the provisions of Governmental Accounting Standards Board (GASB) Statement No. 25,

and Statement No. 26,

, in FY97. The major changes resulting from the adoption of these statements were disclosing investment expenses separately from administrative expenses and

distributing plan net assets between pension and postemployment healthcare. In addition, the newly revised Government Finance Officers Association's (GFOA's) have been incorporated into this CAFR.

During FY98, the Systems granted a discretionary cost-of-living increase, along with the statutorily required automatic cost-of-living increase.

To comply with OMB Circular A-87, the division must allocate operating costs among pension trust funds using an updated allocation base. The updated allocation plan will be implemented beginning in FY99, provided approval is secured from the cognizant agency.

The RIP continues to impact the Division by increasing the number of members retiring. The Division retired more people for the month of July 1998 than during the entire calendar year 1993.

During FY97, a bill was passed that amended the Retirement Incentive Programs for municipalities and school districts. Senate bill 130 allows for an administrator of a political subdivision, public organization, or school district to establish one or more periods during which eligible employees may apply to participate in the RIP. Window periods may be established from September 18, 1997, through June 30, 1999.

Certificate of Achievement

The Government Finance Officers Association of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the Systems for their CAFR for the fiscal year ended June 30, 1997. The Certificate of Achievement is a prestigious national award recognizing excellence in the preparation of state and local government financial reports.

To be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized CAFR, whose contents meet or exceed program standards. This report must satisfy both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for only one year. The Systems have received a Certificate of Achievement for the last five years. We believe this report continues to conform to the Certificate of Achievement Program requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

This CAFR was prepared to conform with the principles of governmental accounting and reporting set forth by the Governmental Accounting Standards Board. Transactions of the Systems are reported on the accrual basis of accounting. Sufficient internal accounting controls exist to provide reasonable assurance regarding the safekeeping of assets and fair presentation of the financial statements and supporting schedules.

Additions to Plan Net Assets

The revenues required to finance retirement benefits are accumulated through a combination of investment income and employer and employee contributions.

	PERS				TRS			
	Millions		Inc/(Dec)		Millions		Inc/(Dec)	
	FY98	FY97	Amt	%	FY98	FY97	Amt	%
Employee Contributions	$ 89.3	88.0	1.3	1.5%	$ 50.1	49.6	0.5	1.0%
Employer Contributions	112.4	154.6	(42.2)	(27.3)%	77.8	66.3	11.5	17.3%
Net Investment Income	937.8	997.4	(59.6)	(6.0)%	497.0	530.8	(33.8)	(6.3)%
Total	$1,139.5	1,240.0	(100.5)	(8.1)%	$624.9	646.5	(21.6)	(3.33)%

The decrease in employer contributions for PERS was primarily due to a decrease in employer rates. The increase in employer contributions for TRS was primarily due to additional contributions required for the Retirement Incentive Program. The rate of return on investments decreased from 18.18% to 14.73% for PERS and from 18.12% to 14.63% for TRS, accounting for a major part of the decrease in net investment income.

Deductions From Plan Net Assets

The primary expense of the Systems is the payment of pension benefits, the principle reason the Systems exist. These benefit payments, together with postemployment healthcare premiums, lump sum refunds made to former members, and the cost of administering the Systems comprise the costs of operation.

	PERS				TRS			
	Millions		Inc/(Dec)		Millions		Inc/(Dec)	
	FY98	FY97	Amt	%	FY98	FY97	Amt	%
Pension Benefits	$195.5	177.3	18.2	10.3%	$169.8	157.6	12.2	7.7%
Healthcare Benefits	55.2	48.4	6.8	14.0%	26.1	22.7	3.4	15.0%
Refunds	13.6	13.0	0.6	4.6%	3.5	2.6	0.9	34.6%
Administrative Expenses	2.9	2.8	0.1	3.6%	2.2	2.2	-	-
Total	$267.2	241.5	25.7	10.6%	$201.6	185.1	16.5	8.9%

The majority of the increase in pension benefits was the result of a continuing increase in the number of retirees. Also, the Systems granted a discretionary cost-of-living (post retirement pension adjustment or PRPA) increase at the beginning of the fiscal year. The increase in health care benefits is due to the increase in retirees and rising costs of providing such benefits. The increase in administrative expenses was largely attributable to temporary and permanent staff increases to handle the RIP retirees.

Investments

The investment of pension funds is a long-term undertaking. On an annual basis, ASPIB reviews and adopts its strategic asset allocation. This is to ensure the asset mix will remain at an optimal risk/reward level with respect to retirement systems' constraints and objectives. During FY98, ASPIB adopted its asset allocation that includes 38% in Domestic Equities, 15% in International Equities, 33% in Domestic Fixed Income, 6% in International Fixed Income, and 8% in Real Estate.

During the year, ASPIB completed its funding on international fixed income. ASPIB also continued its diversification in investments through an increase in investment to real estate, and added alternative investments as a subclass of our domestic equity asset class during the year. ASPIB concluded real estate and alternative investments would be funded over a period of years. This is to ensure the funds are invested over a complete market cycle. At the close of the year, ASPIB has 3% in real estate investments and less than 1% in alternative investments.

For FY98, PERS investments generated a 14.73% rate of return and TRS investments generated a 14.83% rate of return. The PERS annualized rate of return over the last three years was 15.55% and 12.86% over the last five years. The TRS annualized rate of return over the last three years was 15.78% and 13.05% over the last five years.

Funding

The overall objective of a pension fund is to accumulate sufficient funds to meet all expected future obligations to participants. The funding objective of the Systems is to fund each participant's benefits as they accrue through contributions that are approximately level as a percent of payroll. The greater the level of funding, the larger the ratio of assets accumulated to the actuarial accrued liability and the greater the level of investment potential. The advantage of a well-funded plan is that the participants can look at assets that are committed to the payment of benefits. The Systems continue to increase the level of funding, thereby assuring the membership of their continued financial soundness.

There were no significant changes in the actuarial assumptions during 1998. The PERS FY99 consolidated rate increased from 6.71% to 9.85%, producing a total average rate for all employers in the System of 7.74%.

	PERS Millions		TRS Millions	
	1997	1996	1997	1996
Valuation Assets	$5,885.6	5,271.3	3,120.0	2,858.8
Accrued Liabilities	5,534.1	4,980.0	3,320.0	2,940.4
Funding ratio	106.3%	105.8%	94.0%	97.2%

Professional Services

Professional consultants are retained to perform professional services that are essential to the effective and efficient operation of the Systems. Opinions of the independent certified public accountant and the consulting actuary are included in this report. A list of consultants is provided in the Introductory section with the exception of investment professional consultants, who are listed in the Investment sections of this report.

Acknowledgments

The preparation of this report is made possible by the dedicated service of the staff of the Systems. It is intended to provide complete and reliable information as a basis for making management decisions, as a means of determining compliance with legal provisions, and as a means of determining responsible stewardship of the funds of the system.

The report is being mailed to all employer members of the Systems. They form the link between the Systems and the membership. Their cooperation contributes significantly to the success of the Systems. We hope the employers and their employees find this report informative.

We would like to take this opportunity to express our gratitude to the Public Employees' Retirement Board, the Teachers' Retirement Board, the Alaska State Pension Investment Board, the staff, the advisors, and to the many people who have worked so diligently to assure the successful operation of the Systems.

Respectfully submitted,

Mark Boyer
Commissioner

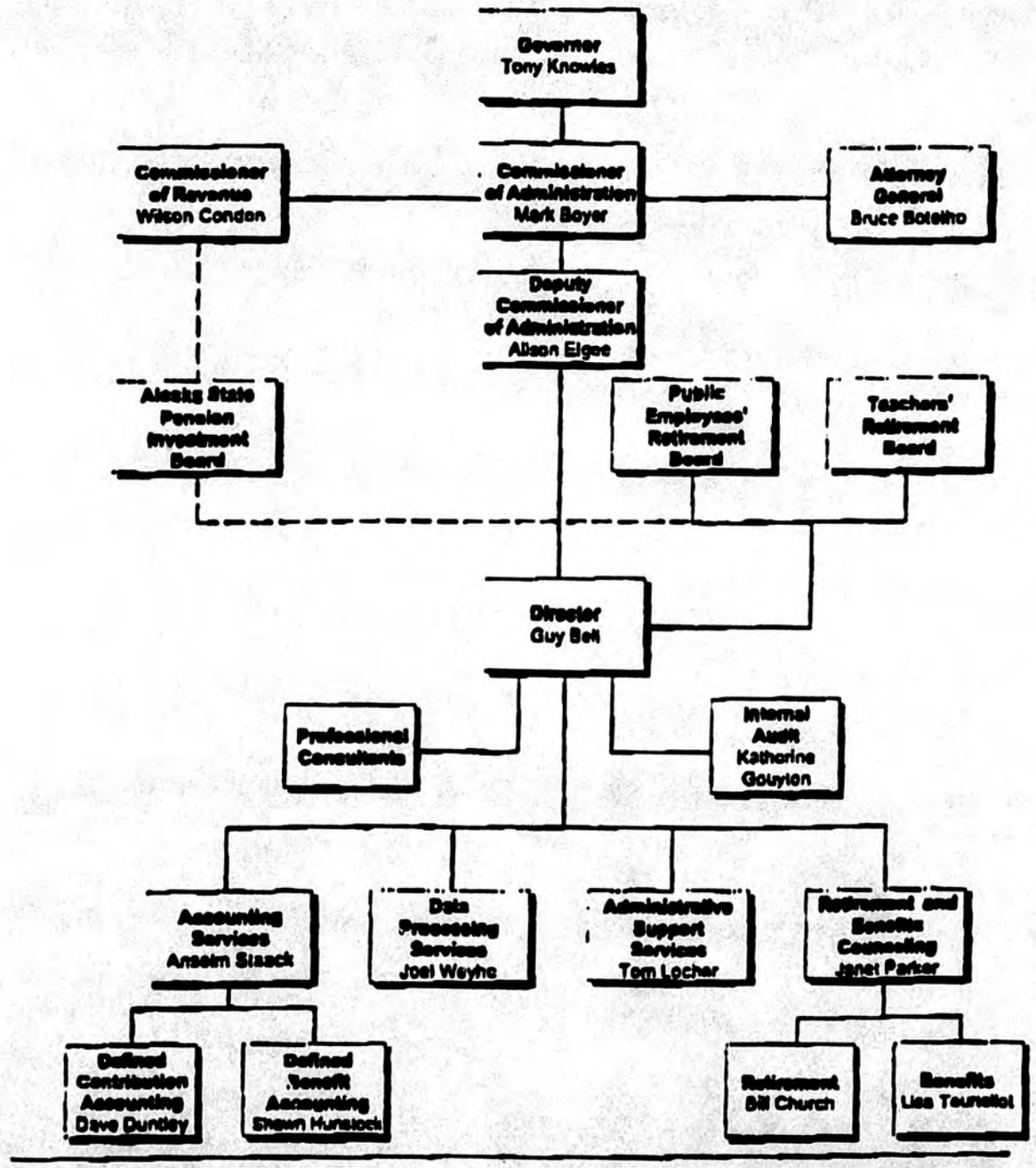
Guy Bell
Director

Janet L. Parker
Deputy Director

Anselm Staack, CPA, JD
Chief Financial Officer

Shawn Hunstock
Accountant

ORGANIZATION CHART



Section Responsibilities

The Retirement Section is responsible for providing comprehensive retirement counseling to the participating members and employers in the plan. The section appoints members to retirement benefits and maintains benefit payment information.

The Benefits Section is responsible for the administration of group health, disability, and life insurance. This section provides benefits counseling and plan change information to the membership.

The Defined Benefit Accounting Section is responsible for administering the retiree benefit payments system which issues monthly and on demand retirement benefit payments to members and their beneficiaries. The section maintains the employee and employer records and accounts in the plan, produces financial reports, and assures compliance with the Internal Revenue Service requirements for Defined Benefit plans.

The Defined Contribution Section is responsible for accounting, plan operations, and financial activities related to the defined contribution plan systems administered by the Division.

The Data Processing Section supports the information systems the Systems use. Responsibilities include planning, development, data base design, programming, and operational support of the data processing systems, including the Local Area Network.

The Administrative Support Services Section is responsible for budget preparation, fiscal management of appropriations, procurement of professional services, supplies, and equipment. The section manages the systems' record center containing the member's physical records and performs other administrative functions such as legislative tracking and personnel management.

PROFESSIONAL CONSULTANTS

Actuary Consultant
William M. Mercer, Incorporated
Seattle, Washington

Independent Auditors
KPMG Peat Marwick, LLP
Anchorage, Alaska

Benefits Consultant
Deloitte & Touche, LLP
Minneapolis, Minnesota

Third Party Health Claim Administrator
NYLCare Health Plans Northwest
Seattle, Washington

Legal Counsel
John Gaguine
Kathleen Strasbaugh
Assistant Attorney General
Juneau, Alaska

Legal Counsel - Retirement Boards
Wohlforth, Argetsinger, Johnson & Brecht
Anchorage, Alaska

Consulting Physicians
Kim Smith, M.D.
William Cole, M.D.
Juneau, Alaska

A list of investment professional consultants for the Systems can be found on pages 42-43 and 114-115.

Component Detail - FY00 Operating Budget

Agency: Department of Revenue

Component: Alaska State Pension Investment Board
BRU: Revenue Operations

	FY98 Act	FY99 CC	FY99Auth	Gov Amd	House	Senate	ConfComm	FY99Auth to ConfComm	
Personal Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Travel	138.3	157.9	157.9	157.9	157.9	157.9	157.9	0.0	0.0%
Contractual	24,913.6	3,172.6	3,172.6	2,922.6	2,922.6	2,922.6	2,922.6	-250.0	-7.9%
Commodities	18.6	50.0	50.0	50.0	50.0	50.0	50.0	0.0	0.0%
Equipment	180.7	70.0	70.0	70.0	70.0	70.0	70.0	0.0	0.0%
Land/Buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Grants, Claims	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Miscellaneous	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
** Total Expend.	25,171.2	3,450.5	3,450.5	3,200.5	3,200.5	3,200.5	3,200.5	-250.0	-7.2%
1017 Ben Sys	67.6	105.5	105.5	105.5	105.5	105.5	105.5	0.0	0.0%
1029 P:E Retire	16,199.6	2,157.4	2,157.4	1,994.9	1,994.9	1,994.9	1,994.9	-162.5	-7.5%
1034 Teach Ret	8,747.3	1,168.7	1,168.7	1,081.2	1,081.2	1,081.2	1,081.2	-87.5	-7.5%
1042 Jud Retire	119.3	15.8	15.8	15.8	15.8	15.8	15.8	0.0	0.0%
1045 Nat Guard	37.8	3.1	3.1	3.1	3.1	3.1	3.1	0.0	0.0%
Perm Full Time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Perm Part Time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Non-Perm	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%

8-23-99

To:
MaryAnn Pease
Chairperson
Commision on Privatization
And
Delivery of Government Services

From:
Buz Hoffman, Member

Re: Department of Revenue, Alaska Municipal Bond Bank Authority
BRU- Municipal Bond Bank authority

Attached to this report is the mission statement of the Bond Bank along with a copy of their fy 2000-operating budget authorizing a $462,400 budget from interest income and fees. ***No general funds are used in this operation.***

The Bond Bank is a model of complete privatization in that they have no employees, do not pay rent and don't even have a full time Executive Director. Instead, they pay to the Department of Revenue, $64,100 per year in lieu of rent and salaries. The Department of Revenue provides shared employees and office space as needed to complete bond transactions.

This information was obtained from the excellent "Home Page" of the Bond Bank and discussions with Deven Mitchell, the Department of Revenue employee who acts as the Executive Director.

For your review, the following items are attached:

Forwarding letter for the FY 98 financial statement
Mission statement and program outline
Component Detail-FY00 Operating Budget
Budget update, year ended 6-30-99

It is my opinion that the State should be commended for the excellent job of Privitization of Services of the Alaska Municipal Bond Bank Authority.

Buz Hoffman

Forwarding Letter

December 31, 1998

The Honorable Tony Knowles
Governor of the State of Alaska

The Honorable Drue Pearce
President of the Senate

The Honorable Brian Porter
Speaker of the House of Representatives

Dear Governor Knowles,
Madam President and Mr. Speaker:

The fiscal year 1998 report of the activities and financial condition of the Alaska Municipal Bond Bank Authority (Bond Bank) is submitted in accordance with Alaska Statute 44.85.100.

During fiscal year 1998, the Bond Bank issued $20,135,000 general obligation bonds for construction projects in the cities of Ketchikan and Wasilla and the Aleutians East Borough, and revenue bonds of $15,225,000 for additional projects in Ketchikan. The very favorable interest rates and interest savings received from the bond sales were passed on to each participating community.

Our financial position remains strong. The Bond Bank will remit $719,794 to the State of Alaska General Fund from its fiscal year 1998 operations. Since 1977 the Bond Bank will have paid $20,923,663 to the state. This amounts to $2,322,250 more than the original State of Alaska capital appropriation of $18,601,413.

We are proud of the Bond Bank's accomplishments in fiscal year 1998 and we are pleased to share them with you.

Sincerely,

Sharon Kelly
Chairperson

Alaska Municipal Bond Bank Authority

revenue bond applh | G.O. bond applic | AMBBA Bond
meeting minute | FAQ's about Ak | E-mail

FY 98 Annual Report

(Requires Adobe Acrobat Reader to open– See Adobe's web site to download a free copy of Adobe Acrobat Reader.)

Treasury H
Revenue Ho
Alaska Ho

Program Goals: To assist local governments with the financing of capital projects.

Program Resource: Direct loans. No set limits. Interest rates depend on the national market for tax exempt bond issues.

Eligibility: Any organized local government in need of capital project financing should contact the Bond Bank.

Alaska Program Status: The Bond Bank was established to assist Alaska municipalities that have difficulty financing capital improvement projects such as schools, water and sewer systems, public buildings, harbors and docks. The Bond Bank is a public corporation, created through the passage of the Alaska Municipal Bond Bank Act (AS 44.85).

It was created because these communities often are at a disadvantage in the financial markets. They may have low bond ratings or, although credit worthy, have not issued bonds or notes, have little outstanding debt, or lack investor familiarity.

Generally, the Bond Bank sells its bonds on the national market and utilizes the proceeds of its sales to purchase the bonds of Alaskan municipalities, thereby providing these municipalities with the funds for the construction or purchase of their capital projects. As municipalities pay principal and interest to the Bond Bank to liquidate their debt, the Bond Bank utilizes these payments to liquidate its debt to its bondholders.

Because the Bond Bank has received an "A" rating from both

Moody's and Standard & Poor's, it is able to borrow money at favorable interest rates.

The Bond Bank is self-supporting. It does not use General Fund monies, and, in fact, returns about $600,000 to the General Fund each year. The Bond Bank has an excellent loan record, with no defaults. The Bond Bank has five directors consisting of three public members appointed by the Governor, the Commissioner of Revenue, and the Commissioner of Community and Regional Affairs.

The Department of Revenue provides administrative and management staff to the Bond Bank.

The Bond Bank can be reached as follows:

Alaska Municipal Bond Bank Authority
Deven Mitchell, Acting Executive Director
P.O. Box 110405
Juneau, AK 99801

Phone: (907) 465-2388
Fax: (907) 465-2902

E-Mail: AMBBA@revenue.state.ak.us

Physical address for express mail:

Alaska Municipal Bond Bank Authority
333 Willoughby Avenue, 11th Floor
Juneau, AK 99801

- Application for Revenue Bonds
- Application for General Obligation Bonds
- Frequently asked questions regarding State of Alaska bonds
- Most recently approved minutes of the Board meeting of the Alaska Municipal Bond Bank Authority

Return to Top Revenue Home Treasury Home Alaska Home

Suggestions for this web site may be directed to *Debbie McBride*.

State Web Page Disclaimer

Component Detail - FY00 Operating Budget

Agency: Department of Revenue

Component: Municipal Bond Bank Authority
BRU: Municipal Bond Bank Authority

	FY98 Act	FY99 CC	FY99Auth	Gov Amd	House	Senate	CoalConm	FY99Auth to CoalConm	
Personal Services	42.9	63.8	64.1	64.1	64.1	64.1	64.1	0.0	0.0%
Travel	8.3	10.1	10.1	10.1	10.1	10.1	10.1	0.0	0.0%
Contractual	378.4	384.4	384.4	384.4	384.4	384.4	384.4	0.0	0.0%
Commodities	1.5	3.8	3.8	3.8	3.8	3.8	3.8	0.0	0.0%
Equipment	4.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Land/Buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Grants, Claims	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Miscellaneous	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
** Total Expend.	434.2	462.1	462.4	462.4	462.4	462.4	462.4	0.0	0.0%
1184 MBB Rcpts	434.2	462.1	462.4	462.4	462.4	462.4	462.4	0.0	0.0%
Perm Full Time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0%
Perm Part Time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Non-Perm	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%

Alaska Municipal Bond Bank Authority
Budget Update
Year Ended June 30, 1999
With Prior Year Comparative Amounts and FY2000 Proposed Budget

		FY98	FY99		
	Actual	Actual	Budget	Projected Thru June 30, 1999	Budget
Personal Services	92,800	42,943	84,100	59,697	84,100
Travel	11,945	6,275	10,100	7,421	10,100
Contractual					
Trustee/Paying Agent	101,375	104,734	100,000	95,858	100,000
Investment Manager	69,557	68,471	70,000	71,372	70,000
Bond Counsel	64,377	58,695	60,000	35,280	60,000
Financial Advisor	29,211	45,367	55,700	23,176	55,700
Rating Services	16,500	31,250	25,000	6,000	25,000
Print/Advertising	13,931	23,710	30,000	7,721	30,000
Audit/Accounting	32,308	25,665	22,000	19,200	22,000
Custody Services	8,000	4,600	7,500	5,100	7,500
Other Prof Services	4,680	4,608	5,000	700	5,000
Telephone	7,332	2,095	7,200	194	7,200
Training/Dues/Subscriptions		1,913	2,000	3,098	2,000
Office Rent/Relocation	29,224	8,337	-		-
	363,473	379,436	384,400	267,898	384,400
Supplies	6,244	2,525	3,800	463	3,800
Equipment		4,039	-	-	-
	474,462	435,239	482,400	334,279	482,400

J:\BETTY\M1DATA\FL3\AMBBA\BUDGET\[FY99upd.XLS]370699

prepared 7/7/99 by Betty Martin, Comptroller

Re: privatization

[redacted]
To: buz <buz@gci.net>

Buz,

The report looks good. One final point which would be nice to have incorporated is that the Bond Bank gives the State an annual dividend from interest income and fees generated. For FY 98 this dividend was $719,794. Deducting the FY 99 operating budget from the dividend amount results in a net deposit of approximately $384,000 to the State's General Fund

Deven

buz wrote:
>
> Deven,
> Hope you can open my report. If not, let me know and I will fax it.
> I think I'm factually correct but if not or if you want changes, please
> let me know.
> Buz
>
> ----------
> Name: Alaska Mutual Bond Bank.doc
> Alaska Mutual Bond Bank.doc Type: Microsoft Word Document
(application/msword)
> Encoding: base64

PRIVATIZATION REPORT

ALASKA PERMANENT FUND CORPORATION

Prepared by Mike Barry

The Alaska Permanent Fund Corporation's mission is to invest the funds in accordance with statutes and report the results to the citizens of the State. Many of the functions of the corporation have already been privatized. Still others are performed by other State agencies with costs borne by the corporation through interagency transfer. All funding is provided by earnings of the fund; hence no general fund expenditures.

The corporation out-sources some investment functions (equity and real estate) and retains in-house some of the fixed-income investment. Performance measurement is contracted out, as is the public information program. Consequently, the total employment of the corporation numbers only 33 full-time and 3 part-time. Total compensation and benefits are less than $3,000,000. The single largest expenditure, $27,552,200 in 1998, is to investment advisers and custodians. Investment adviser fees vary according to type or style of investment contracted for; size of assets under management, and investment performance.

A significant portion of the equity investment is managed by "passive-style" managers resulting in lower fees being charged to the corporation. In support of the in-house management effort, sophisticated financial network information systems are maintained at an annual cost of about $2,000,000.

No apparent inefficiencies of material amounts were discovered during my investigation and no changes are recommended.

Privatization Report
Alaska Housing Finance Corporation
Prepared by Terry Duszynski

1) Alaska Housing Finance Corp.

2) Component Names as listed in State Budget: AHFC Operations

3) Total Budget, All funds: $33,678,961
Identify fund sources: Revenue earned from Loans

4) Total Revenue derived: $33,678,961

5) Identify Constitutional and Statutory Provisions Governing Agency Operation:

6) Agency Mission, Goals and Objectives: Alaska Housing Finance serves two functions: 1) to manage State Housing units and objectives. 2) To provide specialized loan programs for all Alaskans.

7) Number of Employees: 316 Full time – 33 Temporary
Identify Specialized Expertise Needed for Mission: 1) Mortgage Lending
2) Bonding Specialists
3) HUD Housing Specialists

8) Describe Technology Used to Perform Mission: Unique Financial Computer Programs

9) List Existing Agency Contracts including amount, Contractor, purpose, term, and procurement method. See Attached List.

10) Identify existing Privatization Practices, if any. Evaluate them for effectiveness and public accountability. See item 9.

Privatization / Mortgage Lending

11) MAKE RECOMMENDATIONS PER Section 5 in SB 33, including suggestions for new legislation: Recommend further investigation of cost to corporation of Attorney General's Office. Determine per hour cost for AG's office compared to private sector. The corporation currently spends approximately 40% of its legal expenses with private firms. Determine why and what cost differential is for corporation.

12) Explain rational for each recommendation, the number of votes for and against it. N/A

13) List problems or barriers to implementing proposed privatization: An in depth look at how the Department of Law is used and whether it is better to have the corporation represented by State Counsel or private counsel.

SUMMARY: AHFC currently contracts out approximately 30% of its operating budget. The areas I looked at were Housing Maintenance, Mortgage Lending, Information Services, and Legal Services.

Housing Maintenance: There are currently 54 positions statewide in 17 communities. AHFC is required to provide a 24-hour response to any problem in housing. HUD rates the corporation on its response time. If there is a poor response time, then HUD

Legal Services — $1 million
AG's office — .6
Bond — .4

matching funds may be withheld. It is important that the corporation have a tight handle on personnel. All new construction is contracted out.

Mortgage Lending: Within the Mortgage lending department, there are currently 14 positions. The servicing of the majority of mortgage loans is currently contracted to NBA and Alaska USA. The in house staff manages and services the rural loans. There are approximately 27,000 mortgage loans outstanding. Currently there are 4 mortgage loan underwriters on staff. Discussion was held concerning Direct Underwriting of banks. AHFC is looking into that process, however, the four underwriters would become auditors for the statewide Direct Underwriters. There would be no direct savings, only a shorter turnaround for loan approval.

Information Services: There are 16 positions in the IS Department. Due to the specialized proprietary loan computer programs, it is important for the corporation to have control of the staff providing support.

The amount of time available to look at a budget as large as AHFC's was not sufficient to provide a realistic look at the potential for privatization. The agency currently provides approximately $100M to the state budget each year on an operating budget of $33M and a capital budget of $32M. There are no general funds that go to AHFC. When AHFC took over ASHA (Alaska State Housing Agency) and portions of DCRA (Dept of Community and Regional Affairs) the general fund was increased by the corporation taking over all cost of those two functions. Housing (public) is now being paid for by profits from mortgage loans. Housing is paying for housing. There may be many opportunities for privatization not examined due to time constraints. I would urge the legislature to give this committee several years to look at government agencies in depth.

AHFC FY2000 Contractual Line Item Summary

Dept. of Law RSA/Legal fees	1,046.0	641.0 Dept. of Law 405.0 Legal services
Auditing fees	62.0	
Subscriptions/Ads/Annual Report	254.0	
Postage	152.5	
Overhead	183.6	
Copy Services	128.7	
Lease	1,209.9	
Telephone	542.6	
Professional Services	1,461.3	Architect&Engineers Rural Exchange/Regional Housing Authority Mediation/hearing services Security Training Marketing
Equipment Rental/Maintenance	2,920.4	Elevators Auto Expenses Freight Services Microfilm Janitorial
Computers/Y2K	433.7	
Insurance	210.8	
Utilities	2,359.4	366.8 water 737.2 electricity 337.0 sewer 280.0 garbage 638.4 fuel oil
TOTAL	**10,964.9**	

AHFC FY2000 Contractual Line Item Summary

Dept. of Law RSA/Legal fees	1,046.0
Subscriptions/Ads/Annual Report	254.0
Postage	152.0

Revenue
Sept 1, 8:00
FBKS, Mat-Su,
Juneau
(25 pages)

8-25-99

To:
MaryAnn Pease
Chairperson
Commision on Privatization
And
Delivery of Government Services

From:
Buz Hoffman, Member

Subject: Alaska State Pension Investment Board
BRU- Revenue Operations FY2000 Budget, $3,200,500

Attached to this report is a copy of the "Mission Statement" of the Alaska State Pension Investment Board and their FY 2000 Operating Budget. ***No identifyable general funds are used in this operation.***

A total budget of $3,200,500 was authorized and the Department of Revenue charges the Board that amount for contractual services, which are in turn charged to the various pension funds under the Boards control. That income and expense is accounted for in the Department of Revenue general budget.

Do to a change in accounting procedures, fees for Investment Contractual Services to outside experts are not accounted for in this budget. In FY99, roughly $30,000,000 was paid for Investment Management and Custody fees by the Board in their management of these multi billion dollar funds. Those fees were in turn charged to the various pension funds.

It is difficult to imagine further "Privatization" of the management of these funds but I would suspect it could be done with either a greater or smaller cost to these funds. The State could turn over the management of these multi billion dollar funds along with benefit payment duties to their respective Boards and avoid the need for contracual Department of Revenue employees. This would mean a loss of control that I doubt would be acceptable to all involved.

Buz Hoffman

The information and attachments to this report was obtained by reviewing the excellent Webb Site for this operation and discussions with Laurie Perkins of the Department of Revenue.

Attached are:

Mission statement
Enabling legislation, AS 37.10.210 and 220
Letter dated 12-15-98 to the Governor outlining the Comprehensive Financial Report for the year ended 6-30-98
FY 2000 Component Detail of the Operating Budget for this Board



The Alaska State Pension Investment Board (ASPIB) was establ pursuant to AS 37.10.210 on July 1, 1993. The purpose of the b is to provide prudent and productive management and investmen state pension funds.

The Systems and Plans for which the ASPIB manages and invest funds are the:

- Public Employees' Retirement System
- Teachers' Retirement System
- Judicial Retirement System
- National Guard/Naval Militia Retirement System
- Alaska Supplemental Annuity Plan
- Alaska Deferred Compensation Plan

The board consists of eight trustees and is staffed by the Depart of Revenue, Treasury Division. The board is required to appoint investment advisory council (IAC) composed of at least three an more than five members who possess experience and expertise i financial investments and management of investment portfolios. ASPIB also contracts with an external consulting firm for assista with asset allocation and strategy, performance measurement, an general consulting purposes.

Powers and duties of the board in managing and investing for the funds are:

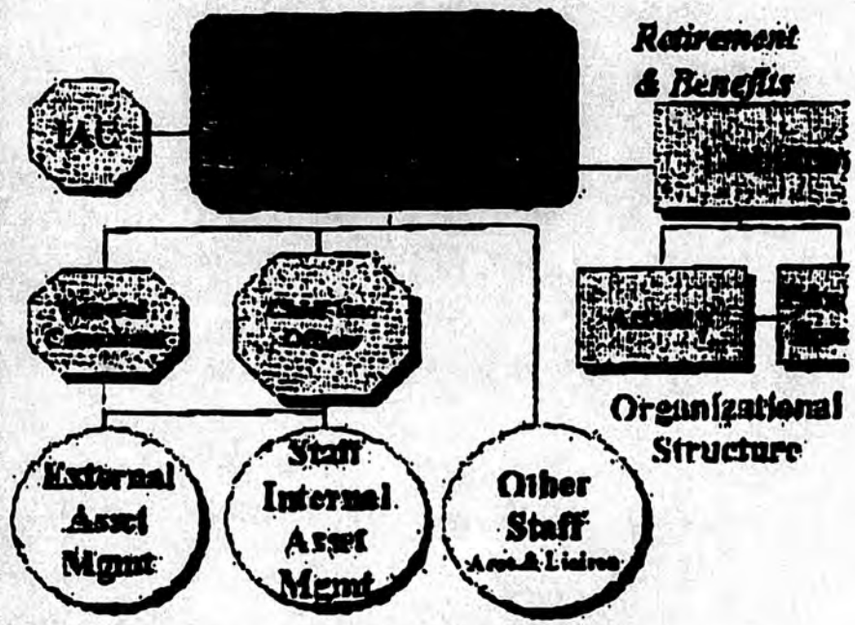
- Hold regular and special meetings, including annual joint meetings with the Public Employees' and Teachers' Retire Boards.
- Establish investment policies.
- Submit investment reports to the Legislative Budget and A Committee.
- Prepare reports to the governor and employers participatin the retirement systems concerning investments, policies, an performance.

Guidelines

performance.

- Contract with external performance evaluators and report e year on the funds' condition to the board of trustees and oth appropriate boards.
- Engage independent certified public accountants to perfor annual audit.
- Review actuarial earnings assumptions.
- Select and retain external investment managers and custodi
- Develop annual operating budget plan.

Organizational structure for management of retirement funds:



Organizational Structure

For more information regarding the ASPIB contact:

Judy Hall
ASPIB Liaison Officer
P.O. Box 110405
Juneau, AK 99811-0405
(907) 465-3749

For information regarding the retirement systems or SBS, contact:

Department of Administration
Division of Retirement & Benefits
P.O. Box 110203
Juneau, AK 99811-0203
(907) 465-4460

Alaska Supplemental Annuity Plan

Suggestions for this web site may be directed to Debbie McBride.

BRENA, BELL & CLARKSON, P.C.

ROBIN O. BRENA, MANAGING SHAREHOLDER
JESSE C. BELL, OF COUNSEL
KEVIN G. CLARKSON, OF COUNSEL
LEONARD A. STEINBERG, OF COUNSEL
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E-MAIL: BRENALAW@ALASKA.NET

PRIVATIZATION REPORT

INCOME AND EXCISE AUDIT DIVISION

ALASKA DEPARTMENT OF REVENUE

Revised
9/30/99

Prepared by Leonard Steinberg

The Income and Excise Audit Division of the Alaska Department of Revenue is responsible for administering and collecting most of the State of Alaska's non-oil or gas tax, the license and other fee programs, administering the state's charitable gaming laws, as well as the special income tax on oil and gas related income. Approximately two-thirds of all the revenue generated by the Income and Excise Audit Division ($253 million in Fiscal Year 1998) is from corporate income taxes; of that just eighteen (almost all oil and gas related firms) of the nearly 15,000 filers accounted for 87 percent of the revenue received in Fiscal Year 1998. The other major programs generating in excess of $10 million per year in revenue include: (1) Motor Fuel taxes; (2) Fisheries Business taxes; (3) Tobacco taxes; and (4) Alcoholic Beverages taxes. In addition, the Income and Excise Audit Division administers another dozen revenue generating programs each of which generates approximately $500,000 - $5,000,000 annually.[1]

The State Budget's BRU name is Revenue Operations. The State Budget's Component name is Income and Excise Audit. The Division's current fiscal year total budget is approximately $4.

[1] For a complete listing of all of the programs the Income and Excise Audit Division is responsible for see their annual report available on their web site.

million, 99% of which is from the State's General Fund; 87 percent of the budget is for personal services employee compensation and approximately 9 percent is for contractual services. For its efforts, the Income and Excise Audit Division brought in approximately $400 million in revenue two-thirds of which, as stated above, comes from corporate income taxes primarily on oil and gas firms.

The Income and Excise Audit Division currently has approximately 66 employees of which 20 are in Anchorage and 46 are in Juneau. Most of the agency's employees are accountants, computer specialists, and the like and the Division has a need for computer hardware and software to fully perform their duties. Job performance is also enhanced by ensuring access to information (sometimes subscriptions with private data collection services) and employee training. In recent years, these employees have been organized into five groups.

1. The largest group (approximately 35 employees) are the operations staff in Juneau which have the responsibility of receiving and processing tax returns and payments. Within the operations group there is: (1) the accounting and collections subgroup; (2) the examination, licensing and compliance sub-group (further subdivided into the (a) corporation tax group and (b) fish and excise tax group); (3) the shared taxes group; and (4) the unclaimed property group.
2. The audit group (approximately 13 employees) in Anchorage audits all types of taxes the Division is responsible for, although their primary focus is on oil and gas related income.
3. The appeals staff (approximately 5 employees) in Juneau hears protests on tax assessments.
4. The gaming group (approximately 7 employees) in both Juneau and Anchorage.

5. The research group (1 employee) responsible for monitoring and forecasting revenues.

Existing efforts to reorganize include the following: The number of Income and Excise Audit Division employees is on the decline. This trend will be enhanced in the Spring of 2000 when the Oil and Gas Audit and Income and Excise Tax Divisions plan to combine. The most significant privatization opportunities lie in outsourcing audit and computer programing functions to private contractors. Such outsourcing, however, is not recommended for the following reasons:

1. Tax collection, tax auditing, and economic analysis are traditional government functions.
2. Private contractors may not be experienced or well-suited to interpreting and applying state tax law, the most challenging part of the audit function.
3. Private contractors would have to be supervised by state employees, introducing an additional level of management that might offset any savings from using private contractors.
4. The private accountants and computer specialists suitable for doing this type of work generally receive much larger compensation packages than state employees.
5. The costs associated with using private accountants and computer specialists might discourage the Division from pursuing matters.
6. Taxpayer confidentiality is always an issue and could be comprised through the use of private contractors.

For the reasons set forth above, the Committee recommends reviewing new opportunities to outsource some of the audit and computer functions where it is economically efficient to do so. The

Committee also endorses the consolidation of the Oil and Gas Audit and Income and Excise Audit Divisions. No further privatization initiatives are recommended at this time.

September 30, 1999 (12:34PM)

H:\WP51\OFFICE\LAS\Privatization.Income and Excise Audit.wpd

Response to Recommendations of the Commission on Privatization and Delivery of Government Services Department of Revenue Subcommittee

The Department of Revenue either concurs with or is neutral toward the subcommittee's recommendations. With regard to some specific suggestions, most notably in child support enforcement, we offer detailed comments that either reflect changed circumstances since the report was issued or clarify the department's position.

We are gratified that the subcommittee recognizes the department's ongoing efforts to make our operations more efficient, whether contracting out where appropriate, consolidating functions or redesigning business processes. We believe that we have made and will continue to make significant progress in better serving Alaskans

- ***Treasury Division, Permanent Fund Dividend Division, Alaska Municipal Bond Bank Authority, Alaska Permanent Fund Corporation, Alaska Mental Health Trust Authority and the Alaska State Pension Investment Board***

The subcommittee made no recommendations for changes to these units.

- ***Income and Excise and Oil and Gas Audit divisions***

The two divisions are consolidating operations, with a scheduled merger date of April 1, 2000. The Oil and Gas Audit Division already contracts out a portion of its work, and we will continue to look for areas where additional outsourcing could result in improved operational efficiencies.

- ***Alaska Housing Finance Corporation***

The subcommittee has not completed its review of AHFC and we will reserve our comments until that report is submitted.

- ***Child Support Enforcement***

Recommendation 1. **Identify cases in arrears for privatization (includes collections and accounting).**

We plan to have a Request for Proposals ready within a month, asking private contractors to assist on some collections of child support debt owed to the state. We will ask for proposals on cases where we have failed to collect anything recently and where all of the debt is owed to the state as reimbursement for public assistant benefits paid to the custodial parent. Anything a private contractor can collect would be more than we have been able to get from the parent. A successful

privatization of this function on older cases could benefit the state and the contractor, which would be paid a commission on all collections.

The Request for Proposals will not include collections on debts owed to custodial parents because we may not – by law – accept reduced collections on private cases without permission of the custodial parent. We believe the contractor would perform best if limited to cases of state debt, which can be settled at less than full value by the child support agency. The other consideration is that custodial parents may turn to private collection agencies at any time to work on their case, and may negotiate their own terms with the company of their choice without jeopardizing other efforts on their behalf by the child support agency.

The Child Support Enforcement Division distributed a Request for Proposals for collections of arrears on public assistance cases earlier this year, but no one responded to the notice. We have since consulted with private collection agencies to determine why they did not respond and are incorporating their recommendations into a revised RFP. We want to make whatever accommodations we can to interest contractors in offering proposals.

Recommendation 2: **Review the following sections for privatization: Investigations, Locate, Paternity, Case Maintenance Team, Cash Control and Client Services.**

After the subcommittee completed its report, we learned that Internal Revenue Service rules do not allow us to give private contractors access to most federal income tax information contained in child support files. This information is disbursed throughout most of our case files because it is essential to determining a non-custodial parent's child support obligation and, in some cases, even locating that parent. Because of its wide use in our case files, it would be extremely time consuming if not impossible to remove IRS data from every file sent to private contractors. This is a nationwide problem that will have to be addressed by the federal Office of Child Support Enforcement and the IRS, since many contractors provide child support services throughout the country. We will continue to monitor it closely until the issue is resolved on the federal level.

Meanwhile, we are encouraged by the subcommittee's statement that more investigation is needed before a decision can be made to privatize certain child support functions. We believe there are many issues that need to be examined before an informed decision can be made. In addition to the IRS confidentiality issue, other questions include: How much would private services cost? Would privatization decrease or increase the cost of services? Would the service be more effective if privatized? The child support agency has many investigation tools not available to private agencies, and would these functions be diminished by transferring them to a private contractor? Are child support activities so entwined with each other that they cannot easily be separated without a reduction in services or, at the very least, a disruption in services? How would the public react to private contractors handling personal data?

Recommendations 3 and 4: **Review the New-Hire Reporting Section and Accounting Section for business-process redesign.**

We developed a plan to redesign the workflow of the Accounting Section in conjunction with last year's Customer Service Enhancement Project. Though we have implemented minor changes in

the Accounting Section, we are reluctant to put the entire redesign into force while we are working to clear our caseload backlog. We do not want to disrupt the momentum in handling the backlog, and certainly any major reorganization would cause downtime and an initial loss in productivity. Meanwhile, we are proceeding at a steady pace in clearing the backlog in the Accounting Section as we continue to apply all of our available resources to clearing up the problem.

New-Hire Reporting came to the child support agency last year, after the Legislature adopted the federal requirement for locating parents through their employer. The initial workload of data from employers was substantial but we have adjusted to the new assignment and will continue to monitor performance and make changes as necessary. We would be happy to discuss with the subcommittee any ideas members may have to improve the operations of this section.

Recommendation 5: **Competitively bid services currently provided by other government agencies (include current provider as a bidder).**

Most of the services we receive from other departments can be provided only by that agency. For example, we pay the departments of Commerce, Health and Social Services, Education and Labor to interface with their databases. We also pay the Department of Administration for use of the state mainframe and other centralized support services such as the state email system.

Alaska Statute 25.27.050 requires the child support division to contract with the Department of Law for legal assistance. In addition to the statutory provision, the business reason for continued contracting with the Department of Law is that they have experienced attorneys who know and understand child support. We, and the Department of Law, have invested heavily in training the legal staff in the intricacies and specific provisions of state and federal child support law. Periodic changes of law firms would require additional training and thus more cost.

Suggestions regarding improving efficiency within the organization. We will continue to work on developing a more customer friendly agency. We will also continue to review all functions for consolidation and increased efficiency.

Suggestion regarding increasing our level of cooperation with private agencies. We assigned a staff person to coordinate with the private Alaska contractor that collects child support after this issue was discussed at a subcommittee meeting. We have increased our communication with the contractor and will continue to work on this issue to assist the contractor and those parents who use the contractor's services.

- ***Alcoholic Beverage Control Board***

  The department does not exercise operational control over this semi-autonomous state agency. The following is the response of the board's executive director:

The recommendation to merge tobacco and gaming enforcement with alcohol enforcement conducted by the Alcoholic Beverage Control Board deserves closer scrutiny and consideration. The concept was presented to the ABC Board at its October 6-7, 1999 meeting and several

concerns were raised. The board understands the parallels and efficiencies that exist regarding a single agency to enforce alcohol, tobacco and gaming statutes, but it has the following concerns:

- Any merger involving tobacco enforcement must be done with close involvement of the Department Health and Social Services to ensure that public health initiatives and tobacco use abatement programs are not compromised.
- The merging of tobacco and gaming into alcoholic beverage enforcement would require extensive amendment and restructuring of Title 4, probably including reconfiguration of the ABC Board.
- The politics and money involved in gaming and tobacco combined with the political and public interest concerns attributable to regulation of beverage alcohol would create a difficult enforcement challenge for the staff and any policy making board that may be involved in overseeing these separate activities. If the goal of the merger is to save money, it is uncertain that the regulatory and enforcement effort would be funded adequately on a sustained basis. Gaming and alcohol enforcement are already severely underfunded compared to the support these programs receive in other states.
- If federal funding for tobacco enforcement is reduced, will the state be able to replace these reductions with state funds?
- The ABC Board would lose its focus on regulating alcohol, a substance widely abused in Alaska, if it must also shoulder tobacco and gaming regulation and enforcement.

The ABC Board is willing to continue discussions directly and through its director on addressing these concerns. The primary motivation of considering a merger is to gain more resources to adequately enforce alcohol laws. Until it is clear that this goal will be accomplished through some type of enforcement merger, the ABC Board is skeptical about taking on more underfunded programs and responsibilities. The work of the Department of Revenue Subcommittee of the Privatization Committee to raise the question of combining similar functions is beneficial. It raises important issues regarding the state's desire to adequately support enforcement of its laws related to alcohol, tobacco and gaming.

The Department of Revenue has an additional comment on this recommendation.

Though we do not have a position on the ABC Board's duties, we oppose any effort to move charitable gaming enforcement to the board. We understand one rationale for the recommendation might be that pull-tabs are sold on licensed premises and, therefore, ABC inspectors could police gaming violations. This assumes, however, that most problems occur at the point of sale. The reality is that gaming enforcement is mostly a matter of reviewing financial records, ownership and accounting matters between permit holders, operators, vendors and distributors. We do not believe the ABC Board is equipped to undertake this function, which involves heavy accounting expertise – a much different skill than enforcement of alcohol laws. Moreover, the tasks are so dissimilar it is unlikely that combining alcohol and gaming enforcement would result in savings or other efficiencies. We believe that oversight of charitable gaming would be better served if it remains in the department's Tax Division, which is staffed with accountants and auditors.

NOV-10-99 WED 4:54 AM JOYCE A HARRIS FAX NO. 907 457 8702 P. 4
OCT-20-99 WED 12:13 PM ANC LEGIS INFO OFC FAX NO. 907 269 0229 P. 01

Capital Leases as of June 30, 1999

Date 6-Aug-99

Alaska Court System

Completed By Linda Creed

Vendor	Description of Item	Prior Year Balance	Increases	Decreases / Payments	Balance of Payments Remaining
Xerox	Copier 5100, 5TC-100691	57,645.00		26,605.00	31,040.00
Xerox	Stapler 180, 7MO-811162	11,872.00		5,276.00	6,596.00
Xerox	Copier 5365, 6W8-204180	21,546.00		9,575.00	11,971.00
Xerox	Copier 5365, 6W8-316849	24,737.00	1.00	9,575.00	15,163.00
Xerox	Copier DC230, COH-816899	14,557.00		6,238.00	8,319.00
Xerox (replaced COH-81716	Copier DC230, COH-841659	16,136.00		6,677.00	9,459.00
Xerox	Copier DC220, G8M-042391	12,680.00		5,246.00	7,434.00
Xerox	Copier DC220, G8M-040883	10,668.00		4,571.00	6,097.00
Xerox	Copier DC230, COH-821992	15,213.00		5,532.00	9,681.00
Xerox	Copier 5814, 1KU-055442	4,513.00		1,547.00	2,966.00
Xerox	Decutech NP135, W1I-037697	164,968.00		44,991.00	119,977.00
GE Capital	Copier 2120, 7650585X		8,655.00	2,644.00	6,011.00
IOS Capital	Copier 401, 7208070327		17,212.00	1,434.00	15,778.00
IOS Capital	Copier 401, 7208120316		17,212.00	1,434.00	15,778.00
IOS Capital	Copier 401, 7208120324		17,212.00	1,434.00	15,778.00
IOS Capital	Copier 401, 7208120325		17,212.00	1,434.00	15,778.00
IOS Capital	Copier 401, 7208120317		17,212.00	1,434.00	15,778.00
Pitney Bowes	Copier C550, 7120244		16,672.00	5,094.00	11,578.00
Pitney Bowes	Copier C550, 8070167		16,672.00	2,778.00	13,894.00
Pitney Bowes	Copier C550, 8080142		16,672.00	3,705.00	12,967.00
Xerox	Copier 5614, 2KU-0077192		5,088.00	1,696.00	3,392.00
Xerox	Duplex 230, COH-031307		22,249.00	1,236.00	21,013.00
					-
	Totals	510,398.00	213,863.00	256,293.00	467,768.00

REV: AHFC

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

SUBCOMMITTEE REPORT

ON THE

DEPT. OF REVENUE:AHFC

November 30, 1999

MaryAnn Pease, Chair

SUBCOMMITTEE REPORT ON AHFC

INTRODUCTION

Commissioner Fink questioned AHFC's participation in the secondary market for mortgages. The full Commission requested that the subcommittee review AHFC's participation in the secondary mortgage market and make recommendations to the full Commission.

BACKGROUND

AHFC currently holds $2.3 billion in mortgages and has approximately $1.8 billion in cash and short-term investments. AHFC finances its acquisition of mortgages primarily through the issuance of bonds.

Approximately two-thirds to three-fourths of AHFC's mortgage portfolio consists of mortgages backed by tax-exempt bonds. Specific loan programs financed through tax-exempt issues include loans to veterans, first-time homebuyers, and developers of multi-family housing. As tax-exempt financing allows AHFC to provide loans at lower rates than can be obtained in the taxable market, Alaska's overall demand for housing and related services is increased. Tax-exempt financing can only be provided by governmental or quasi-governmental organizations and it is our understanding that this type of financing is not currently available in Alaska from any sources other than AHFC.

Conversely, approximately one-fourth to one-third of AHFC's portfolio consists of mortgages backed by taxable bonds. For these mortgages, alternative secondary market buyers exist in both the private and public sectors, but AHFC has represented that even its taxable programs are primarily designed to provide financing in areas poorly served by other lenders such as rural Alaska. Further, it is worth noting that although AHFC has expressed a desire to become more active in the taxable market, it has not been a player in recent years, its taxable mortgage rates are currently higher than the rates of its competitors, and most of the mortgages in its portfolio backed by taxable debt are more than ten years old.

While we had neither the time nor the resources to conduct a comprehensive survey of

Alaska's private lenders, we spoke to two individuals active in housing finance who supported AHFC's activities. Jim Crawford of City Mortgage and Dick Dolman of Seattle Mortgage both said AHFC is doing a good job, that it is not crowding out private sector secondary market players, and that AHFC significantly contributes to the Alaska economy. In fact, it was suggested that significant changes to AHFC's programs could have a precipitous and long-lasting detrimental effect on Alaska's housing market in particular and its economy in general.

It was also recognized that revenue from AHFC's secondary market activity provides important benefits to the state. In addition to generating profits that can flow back into the state treasury, the revenue subsidizes AHFC's public housing programs (which might otherwise require annual appropriations of $40-50 million) and lowers certain mortgage rates through the use of arbitrage funds.

RECOMMENDATIONS

1. AHFC currently has a good bond rating which allows it to obtain funds at the lowest rates. Part of the reason it has such a good bond rating is that it has a very strong balance sheet. However, its $1.8 billion in cash and short-term securities may be excessive. We recommend a capital requirements study by independent experts (such as the credit rating agencies, not the Wall Street firms that underwrite the bond issues) to determine how much cash is actually needed to maintain AHFC's strong market position.
2. In addition, we recommend combining other bonding entities with AHFC. In particular, we think that AIDEA, the Postsecondary Loan Program, and perhaps the Municipal Bond Bank all should be combined under the AHFC umbrella. The reason for doing this is to release to the State treasury the cash held by each individual bonding agency that is required for a strong balance sheet. AIDEA alone has approximately $850 million that can flow back to the State if it relies on AHFC's cash for its balance sheet strength.
3. If the Commission is interested in pursuing privatization or autonomy from government, it should not look solely at AHFC's secondary mortgage market activity. Rather, the Commission should consider privatizing or otherwise segregating the entirety of AHFC

under a state charter that requires it to provide the public services it currently provides and pay dividends on net income above a certain level.

While there are a multitude of ways to privatize AHFC, it might be useful to break these down into two conceptual categories. In the first category, AHFC and its relationship to state government could be reorganized so that it is operated as a public corporation with its shares being held solely by the State of Alaska. Under this scenario, the State treasury would receive dividends, like other shareholders, and the State government would be entitled to appoint AHFC's Board of Directors. In all other respects, however, AHFC would be operated as a private corporation in a manner such the Alaska Railroad Corporation (See AS 42.40.010) with exemption from the provisions of the Executive Budget Act (AS 37.07). (As a model for this category, the Commission may also want to investigate the corporate status of Fannie Mae, a federal corollary to AHFC.)

A second alternative would be to fully privatize AHFC, which would result in a large one-time benefit to the State treasury. There are a number of potential ways a sale of the entire corporation could be achieved. A key to this alternative is to ensure that the state housing market will continue to have access to a secondary market that continues to offer tax-exempt financing programs. A private sector investor or investment group would have to be found, or the State might also consider simply distributing shares in AHFC to all Alaskan residents.

Alaska Industrial and Development Export Authority
Response to Consolidation of AIDEA and Alaska Housing Finance Corporation

from Randy Simmons
November 30, 1999

Potential Impact of Merging the AIDEA with AHFC

I am going to try to limit my discussion of the potential impacts of merging the Alaska Industrial and Export Authority (AIDEA) into the Alaska Housing and Finance Corporation (AHFC), to the issues as they relate to AIDEA and not AHFC, who can speak for themselves. Any discussion of a merger between AIDEA and AHFC must be based on a clear answer to the following question: "What are the State's goals regarding AIDEA's future mission and programmatic responsibilities?" There is a spectrum of possibilities ranging from on the one hand essentially "shutting AIDEA down" and extracting the maximum amount of cash possible, to "leaving AIDEA alone" and having it continue to serve as an economic catalyst through it's variety of lending, project development, debt financing and other programs. How State policy makers answer this question should ultimately drive any investigations regarding restructuring either of these two important State Agencies.

My remarks today are premised on the assumption that the recommendation of the sub-committee is not to affect AIDEA's mission, but to allow AIDEA to continue providing the financing mechanisms necessary to participate in long-term commercial loans, to own projects that promote economic development and to manage the affairs of our sister agency, the Alaska Energy Authority (AEA).

In arriving at their recommendation, it is interesting that the sub-committee never talked to AIDEA. It is not clear whether the sub-committee spoke with any of the banks that utilize AIDEA for the purchase of loan participations or any of the private entities that operate the development projects that AIDEA owns or manages for AEA. I do not believe that the sub-committee fully understands AIDEA's programs or the true financial ramifications of merging AIDEA into AHFC. Of note is the fact that no mention is made of the energy programs that AIDEA personnel manage for the AEA, a billion dollar corporation in it's own right, including the recent addition of the rural energy programs that were transferred from the previous Department of Community and Regional Affairs, Division of Energy.

I am not going to suggest that a merger of AIDEA with AHFC is impossible to accomplish. However, before it can be successfully accomplished, we truly have to understand what we are trying to accomplish and many important points need to be considered and resolved. The report references the "smooth merger of the Alaska State Housing Authority ("ASHA") a few years ago". AIDEA is a far more complex financial entity than ASHA. It is my understanding that ASHA had only a minimal amount of bonds outstanding. AIDEA has approximately $300 million of bonds outstanding and a variety of agreements with project participants (Cominco, Federal Express, etc.) that must be considered.

Any discussion of restructuring must be done with the recognition that capital market participants such as bond investors and bond rating agencies will be closely watching to understand if this is a "financial raid" or if there are justifiable business reasons for the restructuring. Any perceived raid on either corporation will not be looked on favorably regardless of the underlying strengths of the entities. Investors and bond rating agencies will also want to ensure that any credit implications caused by structural changes are well understood by the State, are disclosed, and are executed pursuant to all existing financing arrangements, contracts and covenants. Failure to do so could either reduce market access or increase borrowing costs to either or both agencies. Since providing access to cost-effective capital for Alaskan businesses and residents is central to the missions of both AIDEA and AHFC, stringent due diligence should be taken.

In the course of reviewing the viability and implications of any change in the corporate form of AIDEA, the following key areas must be thoroughly researched:

- **Contractual arrangements which limit the ability to extract cash** – These include leases, financing documents such as bond resolutions, bond covenants, trust agreements, bond purchase contracts etc., investment agreements, power sales contracts, loan agreements, loan funding commitments and similar documents.
- **Credit, security, cost of funds and tax impacts** – In addition to the contractual, legal implications of any changes, any change in corporate structure and financial wherewithal will automatically trigger a comprehensive credit review by the bond rating agencies. As a general matter, a reduction in the amount of assets available to pay a debt obligation will have a dilutive effect on security. This puts downward pressure on bond ratings and upward pressure on cost of funds. It also potentially creates tax issues under the IRS re-issuance regulations.
- **Defeasance of debt may be necessary** – AIDEA has approximately $300 million of long-term debt outstanding and the removal of vast amounts of cash and securities will most likely require the retirement or defeasance of all of the outstanding general obligation bonds. AHFC has approximately $2.2 billion of bonds outstanding. Due to existing contractual provisions with bondholders, a portion of this debt may have to be defeased to effect any structuring change. Depending on market conditions, the defeasance of AIDEA or AHFC bonds could be very costly to the State. To the extent any defeasance cost is generated, it must offset any expected savings from combining the agencies.

The sub-committee reported that $847 million, the amount of AIDEA's equity at June 30, 1999, could be re-appropriated to the State's general fund as the result of the merger. This amount of cash does not exist at AIDEA. The Authority's assets include a combination of cash, investment securities, loans and investments in development projects. AIDEA had $456 million of cash and investment securities at June 30, 1999; $38 million of this amount was restricted for use under Authority contractual agreements or non-general obligation bond resolutions.

Therefore, AIDEA had less than half of the amount of cash that the sub-committee suggests could be transferred to the general fund. Depending on market conditions, the defeasance of AIDEA's outstanding bonds would require an amount that at a minimum approximates the amount of outstanding bonds. The combined amount of funds required to transfer $847 million to the general fund and defease AIDEA's outstanding bonds leaps to over $1 billion. We believe that the removal of in excess of $1 billion of liquid funds from the combined AHFC/AIDEA would leave the remaining entities in a weakened financial state, precluding their ability to provide "business as usual", at least as we currently know it.

Finally, the sub-committee report indicates that $2.5 million or half of AIDEA's operating budget could be eliminated as duplicative administrative costs. Whereas there doubtless would be some efficiencies created by the combination of the two Authority's, I do not believe that the savings would amount to the level projected by the sub-committee. The roughly $5 million quoted is the combined budgets of both AIDEA and AEA which includes double counting of over $300,000. The personal services component of AIDEA's budget, not including AEA is only $2 million. Achieving the indicated savings would be difficult, if not impossible, especially since there are few positions that may be duplicative with AHFC positions due to the nature of our responsibilities.

Thank you.

TRANSPORTATION

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

SUBCOMMITTEE REPORT

ON THE

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

NOVEMBER 18, 1999

Subcommittee Members: Frank Dillon, Co-Chair; Sam Kito, Co-Chair; Jim Ashton, Joe Beedle, Al Brooks, Alan Christopherson, Jerry DesJarlais, George Easly – Chairman Emeritus, Tom Fink, Glen Glenzer, Bob Griffin, Mike Hamilton, Spence Hochstein, Andy Lindhal, Tom Maloney, Tom Meehan, Emil Notti, Marco Pignalberi. Pat Ryan, Henry Springer, Steve Wells, Marie Wilson, Thomas Young

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES SUBCOMMITTEE REPORT

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j. Statewide Facility Maintenance and Operations
k. State Equipment Fleet
l. Measurement Standards & Commercial Vehicle Enforcement
m. Central Region Highways and Aviation
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DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES SUBCOMMITTEE REPORT

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E. Director of Privatization Commission letter to Fairbanks and Anchorage Mayors, DOT/PF and Local 71 regarding joint maintenance and operations recommendations dated October 7, 1999

F. Privatization Subcommittee member report on maintenance and operations

G. Privatization Subcommittee member report on joint agreements

H. DOT/PF list of Category III roads in Southeast and Northern Region

I. DOT/PF FY98 facilities maintenance cost by building

J. State of Alaska property schedule by department and divisions

K. Division of Legislative Audit Report # 25-4472-95 DOT/PF Highway Design Cost and Quality Comparison dated August 16, 1994

L. Privatization Subcommittee member report on Design and Construction activities dated October 28, 1999

M. Privatization Subcommittee member report on Design and Construction activities dated October 4, 1999

N. Privatization Subcommittee member report regarding on-site store; sample NAPA RFP

O. DOT/PF SEF presentation to Privatization Subcommittee dated August 27, 1999

P. Privatization Subcommittee member report on State Equipment Fleet

Q. DOT/PF memo listing professional service contracts dated October 14, 1999 (5 pages)

R. DOT/PF Component Budget Summary

I. BRU and Component Names as Listed in DOT/PF Budget

BRU	Component
a. Administration and Support	Commissioner's Office Contract Appeals & Statewide Procurement
b. Equal Employment and Civil Rights	Equal Employment and Civil Rights
c. Internal Review	Internal Review
d. Administrative Services	Statewide Administrative Services Statewide Information Systems State Equipment Fleet Administration Regional Administrative Services
e. Regional Support Services	Central Region Support Services Northern Region Support Services Southeast Region Support Services
f. Statewide Aviation	Statewide Aviation
g. Planning	Statewide Planning Northern Region Planning Central Region Planning Southeast Region Planning
h. Design and Engineering Services	Statewide Design and Engineering Services Central Design and Engineering Services Northern Design and Engineering Services Southeast Design and Engineering Services
I. Construction and CIP Support	Central Region Construction and CIP Support Northern Region Construction & CIP Support Southeast Region Construction
j. Statewide Facility Maintenance & Operations	Traffic Signal Management Central Region Facilities Northern Region Facilities Southeast Region Facilities Central Region Leasing and Property Management Northern Region Leasing and Property Management
k. State Equipment Fleet	Central Region State Equipment Fleet Northern Region State Equipment Fleet Southeast Region State Equipment Fleet

I. BRU and Component Names as Listed in DOT/PF Budget (Cont.)

BRU	Component
l. Measurement Standards & Commercial Vehicle Enforcement	Measurement Standards & Commercial Vehicle Enforcement
m. Central Region Highways and Aviation	Central Region Highways and Aviation
n. Northern Region Highways and Aviation	Northern Region Highways and Aviation
o. Southeast Region Highways and Aviation	Southeast Region Highways and Aviation
p. International Airports	International Airport Systems Office
q. Anchorage International Airport	Anchorage Airport Field Maintenance Anchorage Airport Building Maintenance Anchorage Airport Safety Anchorage Airport Operations Anchorage Airport Custodial Anchorage Airport Equipment Maintenance Anchorage Airport Administration
r. Fairbanks International Airport	Fairbanks Airport Field Maintenance Fairbanks Airport Building Maintenance Fairbanks Airport Safety Fairbanks Airport Operations Fairbanks Airport Custodial Fairbanks Airport Administration
s. Marine Highway System	Marine Engineering Overhaul
t. Marine Vessel Operations	Vessel Operations Management Southeast Shore Operations Southwest Shore Operations Southwest Vessel Operations Reservations and Marketing Southeast Vessel Operations
u. Front Section	Marine Highway Stabilization

II. Total Department of Transportation and Public Facilities FY00 Budget, All Funds

Operating Budget	General Fund	CIP Receipts	Other	Total	Federal	I/A Receipts	HWCF	IARF	AMHF	Oil/Hazard	Stat Desig	IARCF
Administration and Support	928.2	58.1	248.3	1,234.6		74.1	45.6	128.6				
EEO/Civil Rights	301.1	249.9	22.0	573.0		22.0						
Internal Review	131.4	489.9	62.9	684.2				62.9				
Administrative Services (includes SEF HQ)	4,002.0	924.9	4,433.4	9,360.3	50.3	165.3	2,638.8	609.1	961.6		8.3	
Regional Support Services	1,914.5	363.1	1,698.1	3,975.7		3.7	217.5	146.8	1,330.1			
Statewide Aviation	414.4	201.7	14.5	630.6				14.5				
Planning	330.6	4,934.3	87.7	5,352.6		70.2		17.5				
Design and Engineering Services	1,913.9	28,558.7	619.5	31,092.1		274.4		122.3			222.8	
Construction and CIP Support	736.6	25,894.2	726.1	27,356.9		548.6		177.5				
Statewide Facility Maintenance and Operations	14,694.9	0.0	2,556.6	17,251.5	2.0	2,395.6					159.0	
State Equipment Fleet	0.0	0.0	20,318.6	20,318.6		850.6	19,468.0					
Measurement Standards and Commercial Vehicle Enforcement	3,404.3	350.0	0.0	3,754.3								
Highways and Aviation	71,425.9	0.0	3,069.5	74,495.4	1,375.9	491.3	15.8	28.4		700.0	458.1	
International Airport System Office			295.7	295.7				295.7				
Anchorage International Airport	0.0	0.0	30,422.9	30,422.9				30,422.9				
Fairbanks International Airport	0.0	0.0	9,281.0	9,281.0		15.2		9,265.8				
Marine Highway System	27,129.5	1,060.2	45,246.7	73,436.4					45,246.7			
Total	127,327.3	63,085.0	119,103.5	309,515.8	1,428.2	4,911.0	22,385.7	41,292.0	47,538.4	700.0	848.2	
Capital Budget												
Alaska Marine Hwy Overhaul, Rehab, Training, Building	4,390.6		1,500.0	5,890.6					1,500.0			
Corp of Engineers Harbor Projects	8,031.1			8,031.1								
Deferred Maintenance & Emergency Repairs	3,378.0		8,000.0	11,378.0	8,000.0							
Statewide Programs – cooperative reimb, Fed Transit, SEF	150.0		24,700.0	24,850.0	2,400.0	1,500.0	11,800.0				9,000.0	
Highway Projects	47,278.2		645,763.6	693,041.7	645,763.6							
Airport Projects	5,000.0		167,931.3	172,931.3	109,787.3			33,144.0				25,000.0
Total	68,227.9	0.0	847,894.8	916,122.7	765,950.9	1,500.0	11,800.0	33,144.0	1,500.0	0.0	9,000.0	25,000.0
Total FY00 Budget	195,555.2	63,085.0	966,998.3	1,225,638.5	767,379.1	6,411.0	34,185.7	74,436.0	49,038.4	700.0	9,848.2	25,000.0

III. Total Revenue

General Fund Program Receipts	
Permits (ROW, Utilities, Driveways, etc.)	433.7
Airport Leases	3,080.9
Commercial Vehicle Permits	1,364.2
Miscellaneous (reports, etc.)	165.6
Statutory Designated Program Receipts	
ROW sales & leases, TODS	231.1
Employee Housing Receipts	159.0
Night call outs at rural airports/potential contracts to open highways in spring	458.1
Cooperative Reimbursements - utility companies, municipalities, etc.	9,000.0
Federal Funds	
FHWA construction program (based on STIP)	370,000.0
FAA construction program (based on AIP)	75,000.0
Dept of Defense - airport maintenance at Galena, King Salmon, Kodiak	620.9
BIA - road maintenance	160.8
Dept. of Commerce - NOAA -on board fish scale inspections	47.4
FAA - maintenance or lease agreements	16.4
FHWA - emergency repairs	8,000.0
Operations at Adak airport (conditioned upon federal appropriation)	500.0
International Airport System	
Landing fees, fuel flowage fees concession leases, etc.	74,436.0
Marine Highway System	
Vehicle, passenger and cabin charges, food and gift shop receipts	41,000.0
Bond Proceeds	25,000.0
Statewide Programs - cooperative reimb, Fed Transit, SEF	2,400.0
TOTAL	**612,074.1**

IV. Constitutional and Statutory Provisions Governing DOT/PF

Constitution

Article III,

- Section 22- Executive Branch
- Section 24 – Supervision
- Section 25- Department Heads

Article IX

- Section 5 – Interests in Government Property
- Section 12 – Budget
- Section 13- Expenditures

Article X

- Section 13- Agreements; Transfer of Powers

Article XII

- Section 2 – Intergovernmental Relations
- Section 6 – Merit System
- Section 7 – Retirement System

Statutes (applicable portions of the following)

AS 02	Aeronautics
AS 8	Business and Professions
AS 18	Health and Safety, Housing
AS 19	Highways and Ferries
AS 30	Navigation, Harbors and Shipping
AS 34.60	Relocation Assistance
AS 35	Public Buildings, Works and Improvements
AS 36	Public Contracts
AS 37	Public Finance/Executive Budget Act
AS 38	Public Lands
AS 39	Public Officers and Employee/Personnel Act
AS 43.40	Revenue and Taxation, Motor Fuel Tax
AS 44	State Government
AS 45.75	Trade and Commerce, Weights and Measures

V. DOT/PF Mission, Goals and Objectives

The mission of DOT&PF is to improve the quality of life for Alaskans by cost effectively providing, operating and maintaining safe, environmentally sound and reliable transportation systems and public facilities.

Goals and Strategies

Improve the way Alaska builds and maintains its transportation system, with a significant commitment to public participation in development of the State Transportation Improvement Program (STIP) and capital budget.

- Bring Alaska's portion of the National Highway System up to first class standards by 2010.
- Competitively select community transportation projects on a statewide needs basis through an objective system which stresses community participation in development and maintenance.
- Evaluate new transportation segments that might support significant economic development.
- Incorporate trails, recreational activities, scenic enhancements and visitor services in our transportation program.

Protect Alaska's investment in infrastructure by maintaining and operating over 13,000 state lane miles of roads, almost 700 buildings, over 250 rural airports and 80 ports and harbors.

- Invest federal construction funds in projects that reduce maintenance costs.
- Use regional maintenance equipment pools, which will be directed to the highest need, to reduce the number of maintenance vehicles.
- Implement a management structure which will identify and transfer cost saving maintenance techniques to other regions.
- Encourage local governments to assume ownership of local facilities.
- Work toward implementing a stable funding base for operation, maintenance and improvements of facilities.

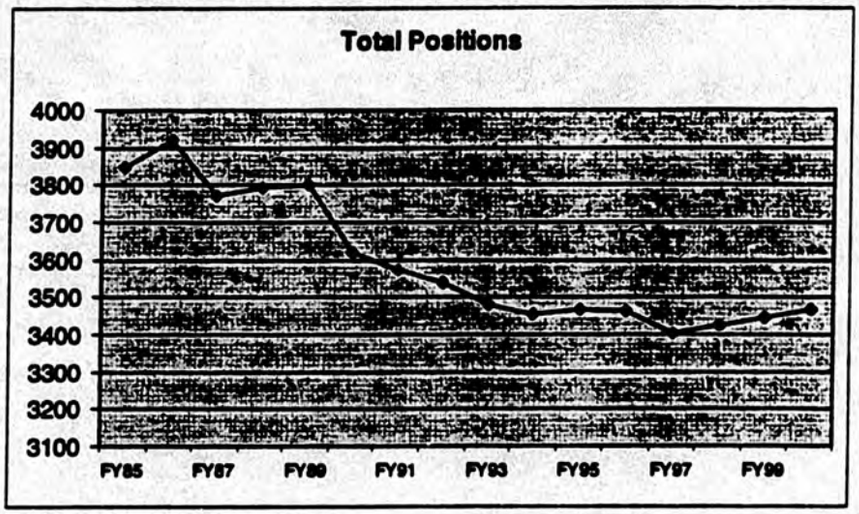
Operate the Alaska Marine Highway to meet the surface transportation needs of Southeast, Southwest and Southcentral Alaska communities.

- Refurbish and maintain vessels to allow for continued operation.
- Reduce losses on vessel services that are not required for safety reasons.
- Work with communities to promote system use.
- Increase efficiencies while improving services to the public.

Maintain, operate and promote Anchorage and Fairbanks International Airports, which are vital to the state's economy.

- Maintain and construct infrastructure to give Alaska a competitive market advantage, especially for international and domestic cargo traffic and tourism.
- Maintain and construct infrastructure to meet both required safety standards and capacity demands.
- Promote passenger service between Alaska and international destinations.

VI. Number of DOT/PF Employees



FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY98	FY99	FY00
3,846	3,920	3,772	3,792	3,803	3,619	3,575	3,541	3,479	3,426	3,446	3,467

	FY85	FY2000	% Change
Administration	264	220	-16.7%
Program Development	144	81	-43.8%
Design & Construction*	1,450	932	-35.7%
State Equipment Fleet	169	187	10.7%
Maintenance & Operations	732	665	-9.2%
International Airports	326	420	28.8%
Alaska Marine Highway	761	894	17.5%
Measurement Standards		68	
Total	3,846	3,467	-9.9%

*Professional Engineers and Architects

Classification	Budgeted Positions
Engineer/Architect I	52
Engineer/Architect II	32
Engineer/Architect III	33
Engineer/Architect IV	18
Engineer/Architect V	7
Technical Engineer I/Architect I	21
Technical Engineer II/Architect II	15
Total	178

VII. Technology Used to Perform DOT/PF Mission

Measurement Standards

- Large capacity truck scale and other large scale testing trucks
- Large volumetric liquid provers; trailer and vehicle mounted.
- Thousands of pounds of field standard test weights; 500# blocks, 1000# blocks and 50# test weights.
- Precision laboratory balances and mass comparators for tolerance testing, calibration and other measurement services.
- Precision volumetric prover for testing and calibration of test provers.

Commercial Vehicle Enforcement

- Large capacity truck scales; fixed (weigh stations) and portable.
- Inspection vehicles.

Statewide Planning

- Map and Road Inventory using Global Positioning System (GPS).
- Mapping/Geographic Information System (GIS) Services using special plotters, printers and ArcInfo, ArcView, and AutoCad software.
- Highway Data Collection using permanent and portable traffic recorders, weigh-in-motion detectors to record truck weights and other analytical software specific to highway data collection.

Maintenance and Operations

- ARFF trucks
- guns for avalanche control
- fire fighting equipment including: Self-contained breathing apparatus (SCBA), aluminized fire protective clothing, Jaws of Life extraction tools, thermal image monitors, compressed air tank refilling equipment, fire hoses, and nozzles.
- 5,000 ton/hour snow blowers, boom trucks, plow trucks and sanders, de-icing chemical spreaders
- remote weather information systems (RWIS)
- LED traffic signals
- Ferry vessels.

Design & Engineering Services Division

- Bridge Inspection Vehicle (Boom Truck)
- Drill Rigs - truck, track and skid mounted
- Laboratory Materials Testing Equipment
- Field Materials Testing Equipment
- Survey Equipment
- Computer Equipment - including drawing sized printers and plotters

Construction

- Materials testing equipment in the field labs. Examples are nuclear densometers, nuclear content gauges, electronic scales, ovens, and sieve shakers.

Computer Technology

In addition to EMS[1] we use the internet to post bids and gather specification information, the State and DOT&PF networks to tie everything together electronically, the IM machines to test vehicles for pollution in Anchorage and Fairbanks, hand held scanners to access the engine computers, e-mail to communicate internally and externally, digital cameras to share pictures of equipment problems, and computers on the spreaders and de-icers to control the dispensing of product.

Open Standards

Where possible, DOT&PF uses industry published open standards for its technology to preclude becoming fiscally controlled by proprietary solutions. Examples of these standards are:

- tcp/ip - this is the network standard for moving data over circuits and is the same standard as used by the worldwide internet (tcp/ip = transmission control protocol/internet protocol)

- SNMP - this is a network standard for monitoring whether network devices are running properly (SNMP = simple network management protocol)

- JAVA - this is an ANSI published standard computer language that lets software runs on more than one type of computer without major changes to the software. It is a very modern language designed to prevent programming mistakes.

- CORBA - this is a standard that allows different software systems to communicate over a network. It is the basis for all new department applications and will be used as part of the federal government's new billing systems

- LDAP - this standard provides a directory service so that people using software systems can have their logon information stored centrally and be used consistently across all software systems

- SNMP - this standard is the basis for all e-mail within the department and between the department and other agencies or firms in the private sector

Department Standards

To control support and licensing costs, the department issues hardware and operating system standards for desktops and servers. Standards also issued for enterprise system development and support to ensure operational costs are minimized, developed systems are long lived, and future applications make re-use basic system components from prior development. Network protocol standards are issued to ensure efficient use of the state's shared data network, make security issues manageable, and allow effective problem determination when network faults arise. Finally, the department ascribes to all state standards issued by the governor's Telecommunications Information Council. Example standards include:

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[1] Equipment Management System

- Desktop Operating Systems: Must be 32 or 64 bit, only Microsoft NT, Unix or MacIntosh is allowed
- Lan Server Operating Systems: Must be either Microsoft NT or Unix
- Enterprise Servers Operating Systems: Must be Unix to ensure reliability and scalability; or, if application is data center based, must be OS390 for the same reasons.
- Enterprise Application Data Bases: Must be either ADABAS or Oracle.

Net-centric Systems

For enterprise-wide systems, the department has adopted the use of centralized, high-availability servers to control both operation costs and incremental costs as new systems are developed. Client software or hardware is specified to be thin-client to eliminate costly software distribution and to control the cost of desktop hardware purchases.

- Desktop side of Enterprise Applications: Must be a thin client approach in the software, typically a web-based application. The standard web browser for the department is Netscape Communications to provide a common desktop environment across the department. Alternatively, a thin client hardware solution may be used, the current standard is NCD Thin Clients.
- Centralized, clustered servers are used that are either SUN/Solaris or IBM/AIX. This ensures data are always backed up, and the servers run seven days a week, 24 hours a day, with as little labor as possible.

VIII. Existing DOT/PF Agreements/Contracts

Memoranda of Understanding with the Municipality of Anchorage

These agreements transfer funds from the State to the Municipality of Anchorage and are predominantly for design and construction engineering on Federal Highway Administration (FHWA) projects. These projects are for facilities that belong to the Municipality of Anchorage and are or will be their maintenance and operations responsibility.

General funds are occasionally transferred to the Muni via this mechanism as well. These transfers occur when funding that the Muni requested was appropriated to DOT/PF and we have no interest in or responsibility for the improvement.

Contact: Laurie Dilley, Project Control Chief, Central Region

Memoranda of Agreement with the City of Fairbanks

These agreements transfer funds from the State to City of Fairbanks and are predominantly for design of projects funded with federal highway funds. These projects are for facilities that belong to the City of Fairbanks and are, or will be, their maintenance and operations responsibility.

Contact: Gary C. Tyndall, P.E., Design Group Chief

Landscaping / Ownership & Maintenance Agreements

To date this type of agreement has been enacted only with the Municipality of Anchorage, the City of Fairbanks, and other non-profit groups, but could later involve other governmental agencies. These agreements obligate the other agencies to maintain landscaping and other enhancements that are included in capital projects at their request on facilities where the remainder of maintenance and operations responsibility lies with the State.

Contact: Diana Rigg, AMATS Planner, Central Region; Karen Tony, Right of Way, Northern Region

Transfer of Responsibility Agreements (TORAs)

On occasion DOT/PF is the recipient of funds that are to be transferred to other entities for implementation. There are a number of types of TORAs:

Local Government: These agreements transfer funds and responsibility for the capital improvement to these governments.

Contact: Laurie Dilley, Project Control Chief, Central Region; Ginger Johnson, Project Control Chief, Southeast Region; James R. Weed, P.E., Regional Construction Engineer, Northern Region

Corp of Engineers Match: The state supplies match to selected Corps of Engineers harbor projects.

Contact: Harold Moeser, State Harbor Engineer, Headquarters

Harbor Transfers: The Legislature appropriated funds to repair existing harbors and transfer ownership of the harbors to the local governmental agencies. In Central Region transfers have been completed to Homer, Seward, and Kodiak.

Contact: Harold Moeser

Sanitation Roads Program: Transfer FHWA funds with specific scope to Public Health Service (via MOA) or Village Safe Water (via RSA) for participation in the rural sanitation program. FHWA funds, to date, have been for roadway and boardwalk improvements to provide a transportation route to improved sewage lagoons constructed with funds from other federal and state agencies.
Contact: Project Managers, Central Region; Gary C. Tyndall, P.E., Design Group Chief, Northern Region

Roadway Surface and Transfer Program

This is a FHWA funded program to upgrade and surface roads currently owned by the State and transfer ownership, upon completion of the work, to the local government. The roads included in this program are more appropriately the responsibility of the local governments; the improvements provide the incentive to the local governments to take over ownership. Agreements must be prepared to legally transfer ownership once the work has been completed.
Contact: John Tolley, Planning Chief / Kim Rice, Right, of Way Chief, Central Region; Andy Hughes, Planning Chief / Frank Mielke, Right of Way Chief, Southeast Region; Martin Ott, Northern Region Planning

M&O Maintenance Contracts

Central Region

Equipment Rental: Annual contracts to supplement the department's staff and equipment. Example: end dumps / operators for snow haul.
Specific Services: Annual contracts for street sweeping, airport bird control, and other specialty work.
Airport Maintenance Contracts: We have contracted out the maintenance work at 75 of our non-certificated rural airports.
Traffic Signal / Lighting: We have an operating agreement with the Muni, for maintenance and operations of the traffic signals and street lighting within the Municipality of Anchorage.
Winter Maintenance Road Swaps: Since 1991 we have had an agreement with the Muni to swap maintenance responsibilities for specific routes in the winter to maximize efficiencies of these operations.
Contact: Chris Kepler / Chuck Swenor, Maintenance & Operations, Central Region

Southeast Region

Equipment Rental: As needed contracts to supplement the department's equipment with routine and specialty pieces. Example: Sweeper, rubber tired compactor and oil distributor.
Specific Services: Annual contracts for brush control, highway striping, street sweeping, electrical maintenance, airport bird control, and other specialty work.
Airport Maintenance Contracts: Contract out the maintenance work at one non-certificated rural airport and three seaplane bases.
Traffic Signal / Lighting: Agreements exist with Sitka and Petersburg local governments for maintenance and operations of the street lighting within their communities.
Winter Maintenance Road Swaps: An agreement has been in place for many years with the City & Borough of Juneau to swap maintenance swap responsibilities for specific routes in the winter to maximize efficiencies of these operations.
Contact: Frank Richards / Linda Keikkala, Maintenance & Operations, Southeast Region

Northern Region:
Equipment Rental: Annual contracts to supplement the department's staff and equipment. Example: end dumps / operators for snow haul.
Annual Contracts: Annual contracts for janitorial, elevator, security, wayside maintenance, snow removal at public buildings, solid waste removal, guardrail maintenance, and crane and hoist inspections and repairs.
Specific Services: (One-time contracts): Aggregate crushing, above-ground fuel storage tanks installation, airport clearing, street paving, roofing repairs, building control systems installation and repair, asbestos removal, boiler repairs, carpet and flooring installation, housing repairs, and building ductwork repairs.
Airport Maintenance Contracts: We have contracted out the maintenance work at 59 of our non-certificated rural airports.
Alaska Railroad Crossing Maintenance Agreements: M&O agrees to pay the Alaska Railroad for maintenance performed by the Railroad at rail crossing on State highways.
Contact: Ralph Swarthout/Jim Little, Buildings Maintenance Manager

Reimbursable Services Agreements (RSA)
The Department participates in RSAs from two aspects - 'requesting' and 'servicing'. The RSAs can be for 'Capital' (continuing) or 'Operating' (annual) appropriations.

Central Region

Requesting: The Department of Natural Resources, Division of Parks is the most frequent RSA partner where we are requesting the work and they provide the services. They provide design, construction administration and interpretive signing for the projects involving trailhead and wayside facilities. We receive the funding from the FHWA, provide overall project oversight and pass the day-to-day operations on to DNR or other agencies. We have ongoing agreements with the Department of Public Safety for trooper support.

Servicing: The Department holds contracting authority on major capital improvements for the State of Alaska. Other state agencies that must implement capital improvements often transfer the funds appropriated to their agency to the Department for project development and management. The Central Region Public Facilities Design & Construction group is funded almost entirely by RSAs from other state agencies.
Contact: Laurie Dilley

Southeast Region

Requesting: The Department of Fish & Game and the Department of Natural Resources are frequent partners when we are the requesting department. DNR provides design, construction administration and interpretive signing for projects involving trailheads and wayside facilities. Fish & Game provides assistance on projects where permits are required. We receive funds from the FHWA and provide overall project administration.

Servicing: The region's RSA's are normally between the Department of Health & Social Services, Department of Environmental Conservation, and Department of Administration. The majority of the

projects provide for the design, construction, or maintenance of existing buildings and structures within the region.
Contact: Ginger Johnson

Northern Region:
Requesting: The Department of Natural Resources, Division of Parks is the most frequent RSA partner where we are requesting the work and they provide the services. They provide design services, and interpretive signing for the projects involving trailhead and wayside facilities. We receive the funding from the FHWA and provide overall project oversight. We have ongoing agreements with the Department of Public Safety for trooper support.
Contact: Susie Zimmerman

Servicing: The Department of Transportation holds contracting authority on major capital improvements for the State of Alaska. Other State agencies that must implement capital improvements often transfer the funds appropriated to their agency to the DOT&PF for project development and management.
Contact: Susie Zimmerman

Professional Services Agreements
The department currently (FY00) contracts out approximately 45% of our design work. This is accomplished via Professional Services Agreements. We also contract out a significant portion of our construction administration. In addition to design work and construction administration, the consulting community also provides specific services such as aerial photography and ground modeling, geotechnical engineering and materials testing.

The department also has Term Contracts for such work as surveying and hazardous materials investigation / mitigation.
Contact: Mike Downing, P.E., Director of Design and Engineering Services Division

Utility Relocations
Our construction contracts often require relocation of various utilities. Our Utilities section prepares and manages relocation agreements with all major utility companies in Central Region. The agreements specify the work to be performed and the responsible parties. The work can be undertaken by the individual utility or be included in the associated construction contract.
Contact: Bill Strickler, Utilities, Central Region; Al Risley, Utilities, Southeast Region; John Huber, P.E., Utilities Engineer, Northern Region

Construction Contracts
The Contracts section advertises and awards contracts for all of our highway, aviation, building and harbor projects.
Contact: Bob Wilson, Central Region; Don Black, Southeast Region; Grant L. Lewis, Contracts Engineer, Northern Region

Airport Lease Agreements

The department's airport leasing groups are responsible for managing all of the lease lots on our airports. There are 103 airports in Central Region, 102 airports in Northern Region, and 11 airports and 33 seaplane bases in Southeast Region. The lease agreements define the type of activity (aviation, non-aviation) that can occur on each individual property. These groups also administer joint-use facility (state/federal) contracts at the airports, short-term use permits, and maintenance agreements.
Contact: Bob Norton, Airport Leasing, Central Region; Linda Keikkala, Airport Leasing, Southeast Region; Pam Lewis, Chief of Leasing & Property Management.

VIII. A. Existing DOT/PF Agreements/Contracts

Approximate Annual Procurements
Prepared November 5, 1999

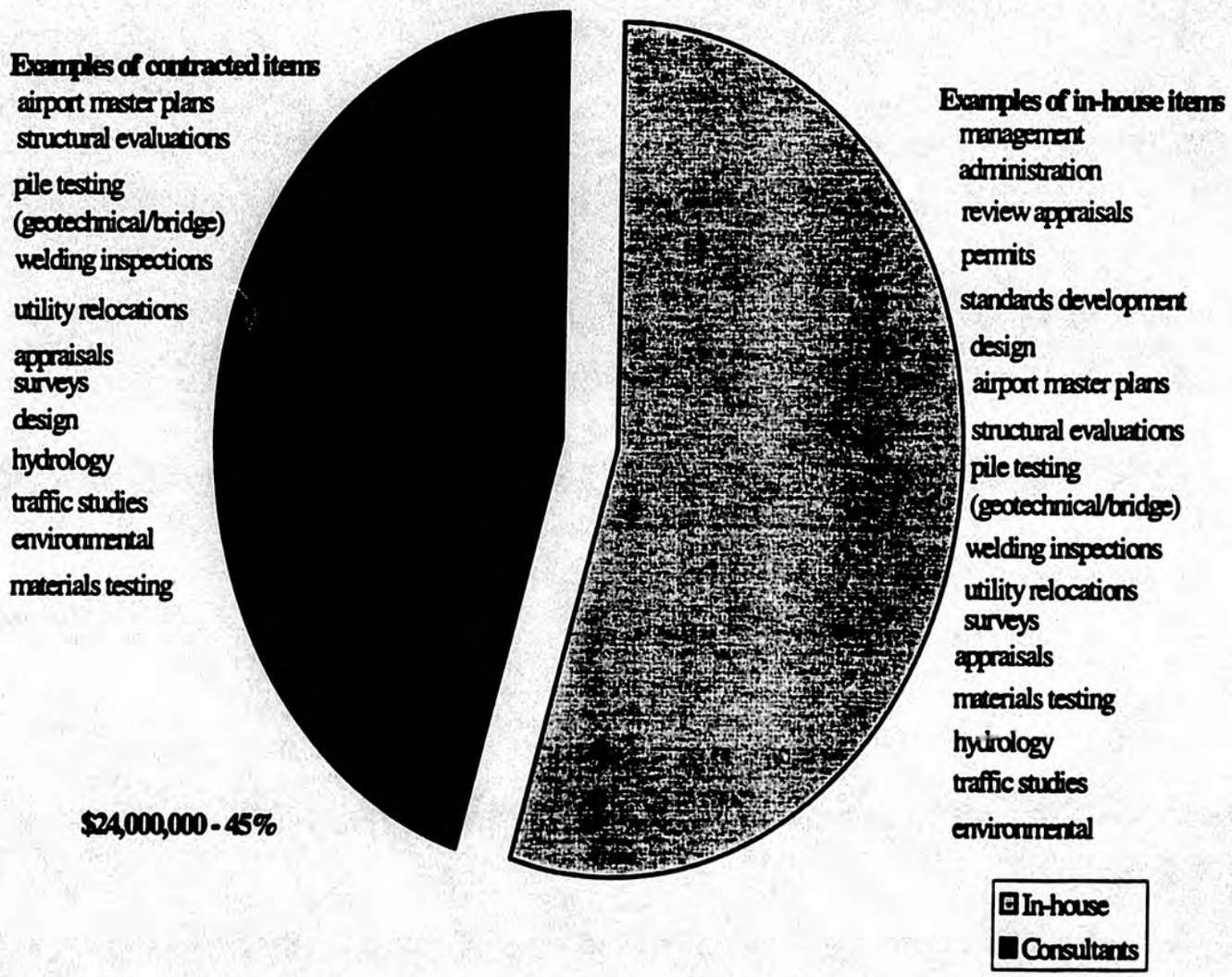
Type of Procurement	# of Contracts	amount
Small Procurement Contracts:	19,700	$51,100,000
Competitive Sealed Bids (ITBs)	200	$222,100,000
Competitive Sealed Proposals (RFPs)	80	$49,500,000
Single Source	35	$2,900,000
Emergency	3	$1,700,000
		$327,300,000

IX. Existing DOT/PF Privatization practices.

a. Maintenance and Operations FY98 Contracted Services

	Central Region	Northern Region	Southeast Region	Total
Rural Airports operations & maintenance	1,020,137	1,259,409	173,681	2,453,227
Airport Repairs	75,000		0	75,000
Bird Control & wildlife studies	75,000		52,186	127,186
Street Sweeping	410,000		13,315	423,315
Dust Control	-			0
Road Illumination & traffic control	25,000		4,182	29,182
Brush removal	175,000		105,100	280,100
Striping	-		192,861	192,861
Aggregate Processing	-	851,765		851,765
Equipment Rental	35,000	103,800	58,742	197,542
Gravel Haul	9,000			9,000
Communications	-	69,198	3,085	72,283
Maintenance				0
Road	26,600		270,124	296,724
Guardrail	-	117,820		117,820
Waysides	-	14,083		14,083
Floats & harbors	-		270,381	270,381
Buildings (Facilities)	119,000	152,783	511,500	783,283
Janitorial	162,100	270,861	498,600	931,561
Elevator Maintenance	54,200	28,452		82,652
Snow Removal	405,000	19,165		424,165
Lawn Care	9,700			9,700
Engineering and architectural svcs.	-		41,870	41,870
Building Improvements	-	890,514		890,514
Environmental Compliance	-	558,846		558,846
Hazardous Waste (Remediation, UST removal, SPCC plans, etc.)	235,400			235,400
Training	50,000			50,000
Outhouses/ dumpsters	50,000			50,000
Security		49,444		49,444
Cranes & hoist repairs		7,370		7,370
Solid waste removal		6,127		6,127
TOTAL	2,936,137	4,399,637	2,195,627	9,531,401

IX. Existing DOT/PF Privatization practices
b. Design and Engineering FY98 Contracted Services



X. DOT/PF SUBCOMMITTEE RECOMMENDATIONS, RATIONALE AND BARRIERS

The General Fund budget of DOT/PF is approximately $128 Million with $28 Million going to the Alaska Marine Highway System. With only $100 Million to work with, decreases in spending increased efficiency and/or decreases in department responsibility will create a limited amount of General Fund savings.

Recommendations that follow encompass the views held by the members of the DOT/PF sub-committee. As members of the community, there is no expectation that we know the inner workings of the Department, and therefore request that the department consider the recommendations in light of desired outcome, and not get mired down in the specifics of any one recommendation. If a recommendation appears particularly unworkable, this committee requests that the Department look at the desired intent of the recommendation and pursue a solution or solutions that will ultimately reach the goal.

This report makes no recommendations on the following divisions

Administration and support

EEO/Civil Rights

Internal Review

Administrative Services

Regional Support Services

Statewide Aviation

Measurement Standards & Commercial Vehicle Enforcement

International Airports

Marine Highway

1. ***Recommendation: OVERARCHING ISSUE: CORE GOVERNMENTAL RESPONSIBILITY (CGR)***

   Rationale: The subcommittee emphasizes that the overarching question to be answered by the Legislature for all activities within DOT/PF is whether they are Core Governmental Responsibilities (CGR's). Only after an activity is determined to be a CGR, do we need to address the subordinate question of whether it should be performed by state employees or the private sector. Although we make the following recommendations about certain activities in DOT/PF, we do so with the knowledge that a determination has not yet been made as to the essential nature of these activities, i.e., if they are CGR's. We urge the legislature to cause this determination to be made.

   Barriers: To bring about a change in the attitudes of the managers in state government.

Maintenance and Operation

2. ***Recommendation: It is the recommendation of the subcommittee that ownership and maintenance of local roads should devolve to the lowest level of local government.***

Rationale: The state needs to get out of the business of subsidizing local roads. This is a first step.

Barriers: Inadequate revenue sharing or inability of local community to pay for maintenance. (see appendix A)

3. ***Recommendation***: *Use past experience gained in other jurisdictions and the federal Department of Defense model and the Alberta and British Columbia models to determine how maintenance and operations activities can be contracted to the private sector.*

   Rationale: The federal Department of Defense is, and has been in the process of privatizing many operational and maintenance functions. The department is encouraged to review programs implemented by the DOD in an effort to determine whether efficiencies can be gained by utilizing a model such as this.

   Barriers: A possible roadblock to this opportunity is in the current language of union contracts regarding contracting. Future contracts should be negotiated without this clause to provide the state with the most flexibility in providing efficient services to the public. After all, the departments role is to serve the public in most cost efficient and effective manner possible, not to serve unreasonable interests of the employees.

   Must determine if a competitive market exists for the work to be contracted out.
   (see appendix A, B)

4. ***Recommendation***: *Pilot project – In consultation with the AGC of Alaska and other interested parties, implement a demonstration project for privatized road maintenance of sufficient scope to be worthwhile for the private sector.*

   Rationale: The committee feels it is best to test the waters with a demonstration project before expanding privatized road maintenance on a statewide basis.

   Barriers: A possible roadblock to this opportunity is in the current language of union contracts regarding contracting. Future contracts should be negotiated without this clause to provide the state with the most flexibility in providing efficient services to the public. After all, the departments role is to serve the public in most cost efficient and effective manner possible, not to serve unreasonable interests of the employees.

   Must determine if a competitive market exists for the work to be contracted out.
   (see appendix A, B)

5. ***Recommendation:*** *Eliminate joint operations in municipalities or other areas that have multiple entities performing the same function.*

   Rationale: Municipalities such as Juneau, Fairbanks, Anchorage and others have overlap in services. The department shall combine resources such that one entity will be responsible for maintenance within the community boundaries. Presumably that entity would be the municipality. This would potentially free up resources of the state to focus on the major highways connecting those communities. Note that there may be a slight increase in revenue sharing when local governments take on road maintenance responsibilities.

   Barriers: Local resistance to assuming added costs. Union agreements.
   (see appendix C, D, E, F, G)

6. ***Recommendation:*** *Transfer ownership and maintenance responsibility of non-NHS[1] roadways to local communities. Note it is the subcommittee's intention that local communities should be reimbursed at a rate not greater than present DOT/PF expenditures.*

   Rationale: As much as possible, local communities should be responsible for maintenance of local roadways. Some communities are far too small for this to be an option, however, there are communities that could reasonably afford to assess for maintenance of transferred state roadways. By far the biggest impact will be a transfer of the Category III roads to the communities in which they exist. While this appears to be a shifting of responsibility, placing an undo burden on the municipalities, in actuality, it is recognition that we as Alaskans are going to have to take responsibility for our roads at a local level. Federal funds do not go very far for maintenance, and if the existing situation lingers, we will find ourselves paying a statewide sales tax, gas tax and/or income tax to provide these local services. One way or another, eventually we will pay for maintenance of our roads.

   Barriers: Inadequate revenue sharing or inability of local community to pay for maintenance. (see appendix A, D, E, F, G, H)

7. ***Recommendation:*** *Transfer airports to local port authorities or municipalities to the greatest extent possible.*

   Rationale: The committee understands that DOT/PF agrees with this but there is no concerted program to accomplish it.

   Barriers: Competing DOT/PF priorities. Lack of managerial incentive. (see appendix D, E, F, G)

8. ***Recommendation:*** *Transfer harbor and port facilities to local port authorities or municipalities to the greatest extent possible.*

   Rationale:

   Barriers: Competing DOT/PF priorities. Lack of managerial incentive. (see appendix D, E, F, G)

9. ***Recommendation***: *Establish a constitutionally dedicated fund for highway maintenance.*

   Rationale: The existing method of funding road maintenance is inadequate and subject to fluctuations that are irrelevant to a constant need.

   Barriers: Achieving a consensus for a funding source among the state's political leaders.

Statewide Facility (Building) Maintenance and Operations

10. ***Recommendation:*** *Remove building maintenance activities from DOT/PF. Consolidate building maintenance into one department, possibly Administration or AHFC.*

    Rationale: The subcommittee understands there are two categories of buildings. First is the category of "specialized buildings" such as jails, clinics, fish hatcheries, that should be maintained by the departments that own them. The second category is buildings that are presently maintained

[1] National Highway System

by DOT/PF but owned by other agencies. The committee believes these buildings should be combined with the ASHA/AHFC buildings for maintenance purposes.

Barriers: Interdepartmental funding argument transfers.
(see appendix I, J)

11. ***Recommendation:*** *Provide economic justification for ownership vs. lease of buildings from private sector.*

    Rationale: To take advantage of favorable economics when a lease would save the state money.

    Barriers: May need management training on analytical techniques.

Planning

12. ***Recommendation:*** *Contract out to independent auditors for administration and audit controls for federally funded programs.*

    Rationale: Independent confirmation is better than in-house confirmation.

    Barriers: Departmental resistance. Possible federal certification requirements.

Design and Engineering Services

13. ***Recommendation:*** *The core staffing level for Design and Engineering Services should be geared to meet the work level necessary to maximize FHWA funding and to provide contract compliance guidance to design/engineering vendors. Core staff should not include in-house capability to design projects during funding cycle peaks.*

    Rationale: DOT/PF C.I.P. program staffing levels are expected to reduce from the current level of about 450 persons. The idea is to match the staffing level to an amount of work that is consistent over time.

    Barriers: There may be a shortage of available engineers. A greater percent of work will be performed outside Alaska. Union agreements.
    (see appendix K, L, M)

14. ***Recommendation:*** *Restructure Bridge Design section to include only a chief bridge engineer and two or three project managers. Contract out the rest of the bridge design functions. Move Bridge Design section to Anchorage or Fairbanks.*

    Rationale: The best bridge engineering expertise in Alaska resides in the private sector. Most of the bridges are in the south-central and northern regions.

    Barriers: Departmental resistance.
    (see appendix L, M)

15. ***Recommendation:*** *DOT/PF should coordinate with appropriate local governments and specifying agencies to achieve more consistent design format and standards.*

    Rationale: To achieve consistency and intergovernmental design standards.

    Barriers: Personal customs, traditions and habits of design personnel.

16. ***Recommendation:*** *Implement total project management. One project manager assigned to carry a project from conceptual design through construction (CalTrans model)*

    Rationale: To provide continuity, consistency, and accountability for entire project rather than piecemeal management.

    Barriers: Departmental resistance. May have to change skill set of current work force.
    (see appendix M)

17. ***Recommendation:*** *Consolidate Headquarter Materials and Regional Materials into one single Materials Section and contract out a larger share of the work*

    Rationale: DOT/PF should require contractors to either contract with an independent AASHTO Certified lab for Quality Control or provide a DOT/PF-certified in-house lab with appropriate verification of procedures and results by an independent AASHTO lab retained at the expense of the contractor. The Department should not have a drill rig and crew when there are several private drilling companies able to do the work. All foundation and retaining wall geotechnical reports should be done by private enterprise to avoid the liability issues associated with them. This is probably the easiest and most logical area for privatization in the DOT. Most major material suppliers and contractors already have fully equipped labs with trained technicians for quality assurance. Also, there are many independent labs throughout the State and greater demand will stimulate growth in that area.
    Barriers:
    (see appendix L)

18. ***Recommendation:*** *Take the Aviation Design Program and allow private engineering firms to provide planning, design and construction administration of all airport-related projects. The State will provide project managers program overview, monitoring and measures for success.*

    Rationale: Consultants have done much of the design work for the Anchorage International airport already. This recommendation would further open up the rural airport design sector to private practice.

    Barriers: Departmental resistance.
    (see appendix K, L, M)

State Equipment Fleet

19. ***Recommendation:*** *SEF shall contract for an on-Site Store for all parts and other products and services. Contract Management remains with SEF.*

    Rationale: Cost savings and efficiency.

    Barriers: Departmental resistance. Union contracts.
    (see appendix N)

20. ***Recommendation:*** *An independent survey shall be conducted to determine the type, quantity and quality of heavy equipment available in the private sector.*

Rationale: *The* SEF should not duplicate ownership of equipment that is available, or could be available with adequate utilization demand, from the private sector.

Barriers: Departmental resistance.
(see appendix B, O)

21. ***Recommendation:*** *Lease/Purchase analysis, including a narrative rationale, for each piece of Heavy Equipment shall be written and available to the legislature and public prior to acquisition. The evaluation methodology shall be published in regulations.*

    Rationale: The subcommittee notes that this kind of evaluation is not necessary for SEF activities that are privatized.

    Barriers: Departmental resistance.

22. ***Recommendation:*** *All audits should become public information as soon as practical.*

    Rationale: Internal audits that help management find operational defects should not be discouraged. Release of internal audits should be in accordance with statutes.

    Barriers: Finding a balance between public disclosure and bonafide need for confidentiality.
    (see appendix P)

23. ***Recommendation:*** *Establish a formalized review of spending decisions.*

    Rationale: SEF needs a more effective and formalized mechanism for evaluating staff justification for major expenditures. Legislative review during the appropriation process is too superficial and relevant expertise is not brought to bear on SEF's decisions.

    Barriers: Departmental resistance.

24. ***Recommendation:*** *Immediately, and at least once every eight years, SEF operations shall be reviewed by a professional firm with expertise in equipment management and accounting. This should be a statutory requirement.*

    Rationale: Management review is in order to keep the SEF abreast of new management and accounting techniques. Externality is a requirement to ensure freedom from political interference.

    Barriers: Departmental anathema to outsiders they can't control. Cost. Lack of legislative insistence.

25. ***Recommendation:*** *Create legislation to require evidence that privatization will save money and require privatization in all cases where savings meet or exceed a state-run operation.*

    Rationale: This recommendation has wider application than DOT/PF. It serves to formalize the decision-making process.

    Barriers: Unions.
    (see appendix D, E, F, G)

26. ***Recommendation:*** *DOT/PF shall publish a biannual report containing a breakdown of contracts awarded by the department for the categories of: Planning, Design and Engineering services; Construction services; Construction Management services; Maintenance and Operations.*

Rationale: **Provide public confidence that contract awards are distributed among vendors on a fair and equitable basis.**
Barrier: **Information is power. DOT/PF personnel get to exercise power because they're the only ones with the information.**
(see appendix Q)

Department of Transportation & Public Facilities
Response To
Commission on Privatization and Delivery of Government Services
Subcommittee Report
November 18, 1999

Recommendation #1:
Overarching Issue: core governmental responsibility

Response:
The Department of Transportation and Public Facilities (DOT&PF) supports this recommendation because we believe the legislature and public agree with the Governor that delivery of a sound transportation infrastructure is essential.

Recommendation #2:
It is the recommendation of the subcommittee that ownership and maintenance of local roads should devolve to the lowest level of local government.

Response:
The department supports this recommendation in principle. The problem is there are few takers. We have had some success with road transfers in our STIP process, mostly with the MatSu and Kenai Boroughs. We have implemented a "surface and transfer" program where we will agree to surface a gravel road if a community agrees to assume responsibility for its maintenance. In addition, our CIP process for selecting non-NHS road projects includes incentives for communities to participate in design, construction or maintenance of the road. A community's contribution to the cost of road construction or maintenance improves a project's score and its chances of construction.

Communities are expressing a reluctance to take over roads with municipal assistance on the decline. We will have no luck with straight transfers unless communities see the benefits exceeding the costs.

Recommendation #3:
Use past experience gained in other jurisdictions and the federal Department of Defense model and the Alberta and British Columbia models to determine how maintenance and operations activities can be contracted to the private sector.

Response:
We will review Department of Defense procedures for any experience they have in providing efficient government services. We have reviewed the British Columbia experience and will take another look at it for its relative success in providing cost effective road maintenance.

Recommendation #4:
Pilot project-In consultation with the AGC of Alaska and other interested parties, implement a demonstration project for privatized road maintenance of sufficient scope to be worthwhile for the private sector.

Response:
The department is willing to discuss this recommendation further. We attempted to privatize a major portion of the Dalton Highway in 1992. We even offered our equipment and facilities to a successful contractor. We had private sector assistance in the evaluation process. The proposals we received didn't come close to the in-house effort and the effort was dropped. Privatized maintenance in Takotna and Seldovia proved unsuccessful when contractors priced themselves out of business. We contract out where it makes sense and saves money. For example, DOT&PF contracts out 137 rural airports. We also contract out one-time items, peak workload, specialty items, etc.

Recommendation #5:
Eliminate joint operations in municipalities or other areas that have multiple entities performing the same function.

Response
The department exchanges maintenance responsibility with some communities for winter maintenance to ensure logical and smooth flowing routes. Several years ago we tried to combine with the Municipality of Anchorage by turning over all the state's roads. Labor and financial issues prevented the transfer. We do exactly what is recommended right now with traffic signals in Anchorage. The state pays the municipality for the state's share of traffic signals. The municipality has indicated that we need to increase our share of funding for this service by over 30 percent. We do not anticipate a budget increase to cover these costs.

Recommendation #6:
Transfer ownership and maintenance responsibility of non-NHS roadways to local communities. Note it is the subcommittee's intention that local communities should be reimbursed at a rate not greater than present DOT/PF expenditures.

Response:
See response to recommendation #2

Recommendation #7:
Transfer airports to local port authorities or municipalities to the greatest extent possible.

Response:
This is currently a Department goal. We actively support and encourage communities to assume maintenance of their airports. (Quinahagak and Egegik are two recent examples of our efforts.)

Recommendation #8:
Transfer harbor and port facilities to local port authorities or municipalities to the greatest extent possible.

Response:
The Department has supported harbor transfers to local.communities since before 1992. Fourteen harbors have been transferred to date. The first eleven transfers cost approximately $6.1 million, the last three cost $14.5 million. Communities require a substantial capital appropriation to upgrade existing harbors before accepting responsibility. Some want an additional financial incentive from the State since small communities with small operations may not have the revenue potential to support the full cost of ownership. The unfunded balance of Deferred Maintenance Task Force Report for ports and harbor projects is approximately $41 million.

Recommendation #9:
Establish a constitutionally dedicated fund for highway maintenance

Response:
We support a dedicated fund for meeting the State's transportation needs.

Recommendation #10:
Remove building maintenance activities from DOT/PF. Consolidate building maintenance into one department, possibly Administration or AHFC

Response:
The department is unable to respond for AHFC or Department of Administration. We will consider any alternative that results in improved level of service. HB112 that creates the Alaska public building fund was introduced by the Governor and has passed the House. It is the first step in finding efficiencies in building maintenance. Any budget cuts, however, hampers any of these agencies' ability to perform on-going preventative maintenance.

Recommendation #11:
Provide economic justification for ownership vs. lease of buildings from private sector.

Response:
The Department of Administration handles building leases. It is more appropriate for that agency to respond to this recommendation. Authorization to purchase or build a facility must be received from the Legislature. It is our understanding that this type of information is presented at that time.

Recommendation #12:
Contract out to independent auditors for administration and audit controls for federally funded programs.

Audit of internal controls for federal programs within the Planning Division is currently covered by the Division of Legislative Audit during their annual single audit of the State which includes DOT/PF. Legislative Audit is completely independent from the Department and is acceptable to the Federal Agencies that we receive funding from, i.e. FHWA and FAA. Costs associated with this effort are currently minimal each year. It would be more expensive to contract this effort and would not accomplish any more than is currently being done to meet the minimum federal requirements.

Recommendation #13:
The core staffing level for Design and Engineering Services should be geared to meet the work level necessary to maximize FHWA funding and to provide contract compliance guidance to design/engineering vendors. Core staff should not include in-house capability to design projects during funding cycle peaks.

Response:
This recommendation supports the current staffing level of the Division.

Although we have had a dramatic increase in the size of design and construction programs in the last year, we have not added any staff. Instead we are relying on the consulting community to produce one-half of the design program. Demand for engineers nationwide and in Alaska exceeds the supply by a considerable margin

The recently released Transportation Research Board Report #277 on the outsourcing of DOT&PF design work recommends that the optimal program is a balance of one-half in-house and one-half consultant designs. Both the D&ES staff and the Alaska consulting community are fully engaged in producing the design program and making sure we do not lose any federal funding available to the State. In federal fiscal year 1999, we successfully produced the program and even positioned the State to receive an additional $1.4 million in federal aid that other states were unable to obligate-that's a successful year for us all.

The Statewide Design & Engineering Services Division is a model of successful and responsible privatization. Our combination of competent in-house designers and a healthy and active consulting community is effective. Our decision to not add staff in response to increased federal aid meant that we have had to reassign design staff to be consultant contract managers. The net effect is a decrease in our in-house capability to perform design work but an increased ability to produce the overall program. The mix of competition, ideas and dialog that exists between the Division's design staff and the consulting community reflects a mature and healthy business environment. We invite our consultants , at no cost to them, to participate in the technical training provided under the National Highway Institute program.

Recommendation #14:
Restructure Bridge Design section to include only a chief bridge engineer and two or three project managers. Contract out the rest of the bridge design functions. Move Bridge Design section to Anchorage or Fairbanks

Response:
This recommendation brings up the question as to whether it is better to keep work in Alaska with DOT&PF staff or send it out of state to private consultants. Right now in-state highway consultants are using out-of-state sub-consultants or out-of-state staff for their bridge design work. For example: all of the new bridges associated with Whittier access were designed by CH2M in their Bellevue office; Canyon Creek Bridge and all of the Parks Highway consultant bridge designs have been designed by Harding-Lawson of Bellevue; and HDR was recently selected by the Municipality of Anchorage to design a new bridge crossing the Eklutna River using HDR's out of state bridge engineers.

The Alaska DOT&PF Bridge Section has earned distinction since Statehood and they continue to be recognized as leaders in Bridge Engineering. As an example of this leadership, they have recently developed more advanced earthquake resistant joints and computer driven girder designs which the national bridge community is adopting.

There would be little benefit in moving the Bridge Section to Anchorage or Fairbanks, and would most likely result in a loss of experienced staff. Most bridge designs do not require an on-site presence and pertinent information can be provided to the designer electronically.

Recommendation #15:
DOT/PF should coordinate with appropriate local governments and specifying agencies to achieve more consistent design format and standards

Response:
We agree with the recommendation. The standards produced by the D&ES Division's Design and Construction Standards section are in use throughout Alaska but more could be done to disseminate the standards

Recommendation #16:
Implement total project management. One project manager assigned to carry a project from conceptual design through construction (CalTrans model).

Response:
There may be benefits to pursuing this recommendation. Our current system is to use one project manager completely through project development and another for construction. Total project management has a different set of benefits and compromises than the current system. Whether the benefits of this change are substantial enough to warrant the disruption and lost productivity during transition is unknown.

Recommendation #17:
Consolidate Headquarters Materials and Regional Materials into one single Materials Section and contract out a larger share of the work.

Response:
We recently did consolidate the Headquarters Materials section with the Central Region Materials section. We are also contracting for more of the geotechnical investigation work as the design and construction program has increased.

The Rationale section of the recommendation is more problematic. The Federal Highway administration has amended their regulations for materials testing and quality control in 23 CFR 637 and we have to be in compliance with the new regulations by June 29, 2000. Whatever changes are proposed for materials testing and quality control have to be consistent with these regulations. Geotechical investigation and reporting (drilling and the subsequent analysis) is a core competency that the Department must retain if we are to be a competent highway agency.

Recommendation #18 :
Take the Aviation Design Program and allow private engineering firms to provide planning, design and construction administration of all airport-related projects. The State will provide project managers program overview, monitoring and measures for success.

Response:
Private engineering firms already provide the bulk of our airport design program. What we have retained in airport design is the ability to produce a portion of the designs and to competently manage the consultant contracts for airport designs. Since the Department owns the international airports in Anchorage and Fairbanks as well as 260 rural airports, airport design and engineering staff is a core competency that the Department must retain. The proposed changes on foundation and retaining wall design would not change the Department's position with regard to liability nor reduce our responsibility to the public to ensure their safety.

Recommendation#19:
SEF shall contract for an on-Site Store for all parts and other products and services. Contract Management remains with SEF.

Response:
An on-site store grants a monopoly to a single vendor to supply parts, services, and commodities. In FY1999 SEF purchased about $4.5 million in goods and services from more than 800 Alaska vendors. Most of those vendors would have their sales to the State reduced or eliminated, as the single contract vendor would substitute their own products and services for those previously purchased from the others. Please see the attached list of the FY1999 vendors. SEF makes every effort to purchase from local vendors. An on site store would not necessarily be so motivated. Even proprietary parts could be purchased from authorized dealers in the lower 48.

SEF purchases some items (pursuit tires for example) at special manufacturer's prices that are often below dealer net cost. As a government agency we are exempt from federal excise taxes. A private on-site store would not have these privileges.

SEF uses parts transaction data to bill its customers and develop internal and federal operating rates. Given the volume of transactions, the on site-store and SEF would have to construct electronic interfaces from the electronic Equipment Management System (EMS) to the store to capture the parts data accurately and eliminate the need for duplicate entry of the transactions. Such an interface could cost $50,000 to initially develop and $5,000 per year to maintain.

Recommendation #20:
An independent survey shall be conducted to determine the type, quantity and quality of heavy equipment available in the private sector.

Response:
See response to Recommendation 21.

Recommendation #21:
Lease/Purchase analysis, including a narrative rationale, for each piece of Heavy Equipment shall be written and available to the legislature and public prior to acquisition. The evaluation methodology shall be published in regulations.

Response:
We agree that a formal Rent/Lease/Purchase analysis can be done prior to the addition or replacement of any piece of heavy equipment. The evaluation methodology can be published in the DOT&PF Policy and Procedures Manual. The results of the analysis can be posted on the department's web site. This will increase fleet administrative costs that may be offset by a decrease in capital and operating costs.

Recommendation #22:
All audits should become public information as soon as practical.
Response is being prepared by Internal Review.

Response:
It is the Department's normal practice to release reports after management has responded to them unless they contain proprietary or confidential personnel information. The Internal Review Section will make every effort to provide timely audit information to management so that it can be responded to and available to the public.

Recommendation #23:
Establish a formalized review of spending decisions.

Response:
SEF currently projects Highway Equipment Working Capital Fund (HEWCF) assets that are to be replaced in the following budget year. Those projections can be furnished to the Legislature for their review. Because they are projections prepared two or more years in advance of the actual replacement, flexibility is needed to substitute assets if the operating condition of the fleet warrants it.

Recommendation#24:
Immediately, and at least once every eight years, SEF operations shall be reviewed by a professional firm with expertise in equipment management and accounting. This should be a statutory requirement.

Response:
We would welcome an outside professional evaluation of HEWCF and SEF. We do not agree that it should be statutory. The Governor and the Legislature can determine the frequency of the reviews. Additional resources would need to be made available to perform such an evaluation.

Recommendation #25:
Create legislation to require evidence that privatization will save money and require privatization in all cases where savings meet or exceed a state-run operation.

Response:
This is really a recommendation to the Legislature and not within the department's purview. Issues other than cost need to be taken into account when making such decisions (*e.g.*, federal, state and local laws; collective bargaining agreements; impacts on other agencies or businesses; department authority; public safety; efficiency and effectiveness, etc.).

Recommendation #26:
DOT&PF shall publish a biannual report containing a breakdown of contracts awarded by the department for the categories of: Planning, Design and Engineering Services, Construction Services, Construction Management services, Maintenance and Operations.

Response:
It is unclear how this recommendation can reduce costs for delivery of services. It will actually increase departmental costs to compile the data. All of the information regarding department contracts is available to the general public. As noted in the report, the department issues approximately 20,000 contracts a year. We currently do not have the resources to provide a central reporting of all contracts and could not complete that task for the subcommittee in the timeframe allowed.

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OFFICE OF THE COMMISSIONER

October 27, 1999

Marco Pignalberi, Director
Privatization Commission
716 West 4th Avenue
Anchorage, AK 99501

Dear Mr. Pignalberi:

Your recommendation mentioned in your letter dated October 7, 1999 for combining efforts and resources between State and local maintenance forces has been in practice with Central Region, Department of Transportation and Public Facilities (DOT&PF) for many years. Here are agreements and practices that exist at the present time:

1) DOT&PF - Anchorage Maintenance and Operations (M&O) with the Municipality of Anchorage (MOA):
   a. DOT&PF maintains 50-lane-miles of MOA streets.
   b. MOA maintains 87-lane-miles of DOT&PF routes.

2) DOT&PF - Palmer M&O with the Matanuska-Susitna Borough (Mat-Su Borough):
   a. DOT&PF maintains Seward-Meridian and Bogard/49th Roads
   b. Mat-Su borough maintains 8-10 DOT&PF farm roads.

3) A project is currently out to bid to pave 12 DOT&PF roads in the Mat-Su Borough. Upon completion, the Borough will take over maintenance and ownership. In past years, transfers have been made with Bogard Extension/Lake View, Edgerton Parks Road, and Gershmael/Herning Roads.

4) DOT&PF - Palmer M&O pays the City of Palmer to maintain 5 streets in Palmer that are owned by the State.

5) DOT&PF - Homer M&O pays the City of Homer to maintain Pioneer Street in Homer.

6) DOT&PF - Soldotna M&O trades with the Cities of Kenai and Soldotna traffic painting, snow haul, sweeping, and storm drain clean-outs.

7) DOT&PF - Kenai Peninsula District trades with the Kenai Peninsula Borough some sanding and blading for gravel.

8) DOT&PF - Dutch Harbor and the City of Unalaska: The City maintains the roads, DOT&PF maintains the airport. The roads and airport are State owned.

9) DOT&PF - King Salmon and the U.S. Air Force: The Air Force provides some equipment and pays DOT&PF a part of the cost of maintaining the runway to accommodate the jet fighters.

Hopefully, this information will be helpful for you to use.

Sincerely,

Joseph L. Perkins, P.E.
Commissioner

cc: John D. Horn, P.E., Director, Central Region
K. Chris Kepler, P.E., Chief, Central Region M&O

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix A

DOT/PF M&O briefing to Privatization Subcommittee dated September 3, 1999

Department of Transportation and Public Facilities

Maintenance and Operations
Highways and Aviation

Presentation to

The State of Alaska

Commission on Privatization

September 3, 1999

Department of Transportation & Public Facilities
Maintenance and Operations
Highways and Aviation

Mission:

Aviation - The mission of the department with respect to aviation is to plan, establish, construct, enlarge, improve, maintain, equip, lease, contract, operate, regulate, protect, and police airports and air navigation facilities in the state system of airports.

Highway maintenance and operations - The mission of the department with respect to highway maintenance and operations is to maintain, protect, and control the state's highway system.

Responsibilities:

- Maintenance of the Alaska Highway System including many related facilities
- Maintenance and Operations of the state airport system (except Anchorage and Fairbanks International Airports)
- Services include: snow and ice control, grading gravel roads and airports, crack sealing and pothole patching, leveling dips and heaves, brush control, maintenance and repair of lights, signals and illumination, drainage systems, bridges, signs, guardrails, and pavement striping

Cost Distribution:

- Highways 75%
- Airports 25%

  Approximately 50% of the efforts are directed to snow and ice control and removal

Major Issues

- Deferred maintenance is causing erosion of our roads and airports
- New and expanded facilities increase costs and responsibilities each year
- Fixed costs such as utilities and materials continue to increase
- Airlines are exerting pressure to extend rural airport hours of operation

Increased Responsibilities and Requirements

- Capital projects improve safety, capacity and convenience but increase costs: lighting on highways and airports, larger airports, additional lanes of highways, etc.
- New laws increase costs in areas such as: hazardous materials, storm water pollution plans, environmental assessments and clean up, drug and alcohol testing for employees with Commercial Drivers License
- Increased pressure from regulation: FAA mandates to adopt security and safety measures at our rural certificated airports like those used in more urban areas

Efficiencies

- Use magnesium chloride to reduce sand use
- Use E36 to deice certificated airport runways
- Potassium based deicer
- Convert gravel roads to paved roads – will save graders
- Use chip seals and hi float asphalt in area of light traffic and permafrost
- Use stone mastic asphalt on heavily traveled city routes to increase pavement resistance to studded tire wear
- Use of rented dozers rather than own
- Increase use of cellular phones for operators working alone
- Equip sanders with computer controls that provide an even application rate of sand
- Outfitted sanders with pre-wet systems that spray magnesium chloride on the sand as it is applied
- Maximize use by combining plowing, sanding, scraping and winging operations on one vehicle – multi function – concept truck – box stays on all year
- Establish equipment pools to reduce extra equipment at each station
- Use of 20 yd belly dump sanders instead of 8 yd
- Snowblowers – load trucks in 20 sec instead of 45 sec.

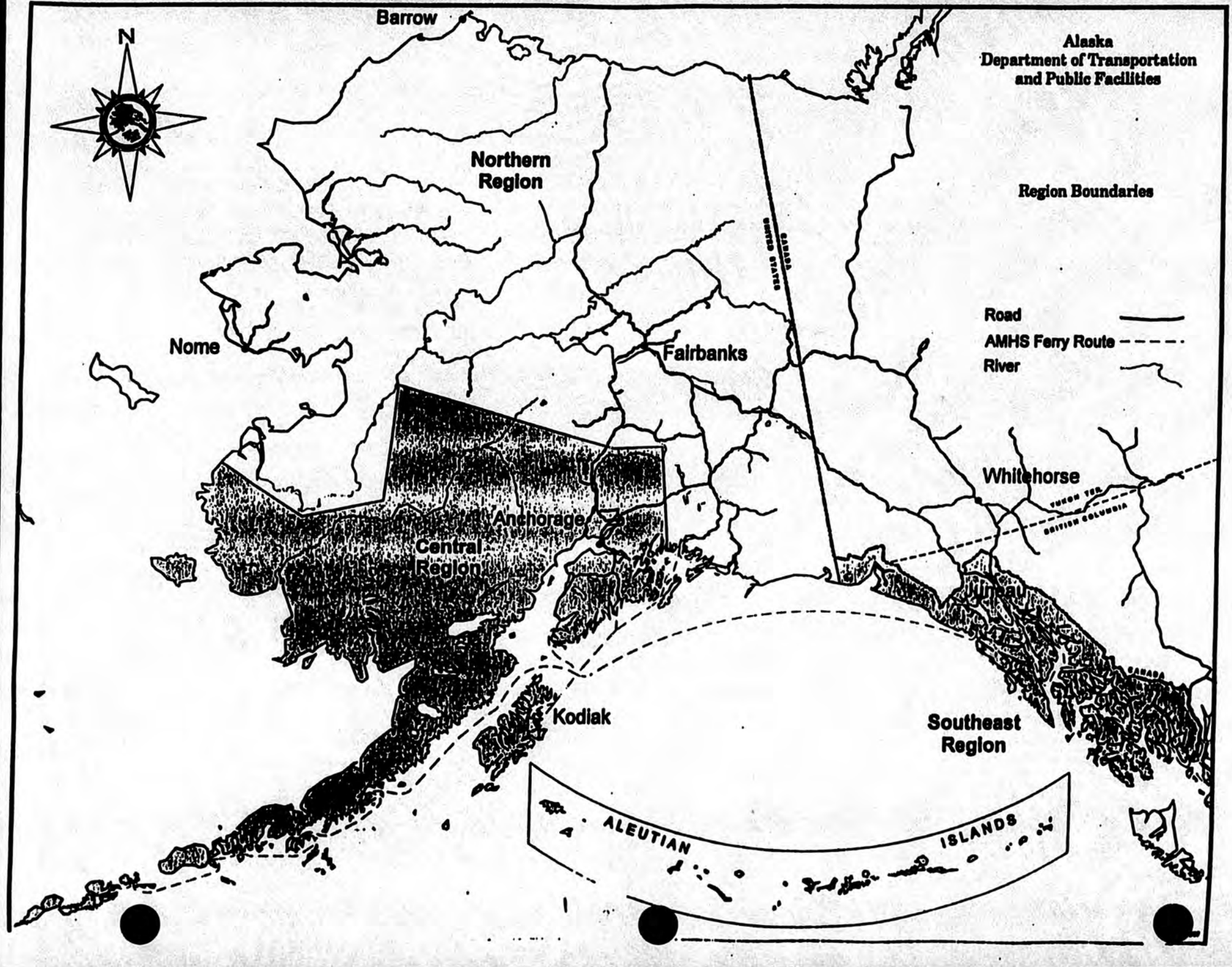
Major Contracts with Municipality of Anchorage

Traffic Signal Maintenance

- City maintains and manages all traffic signals – state as well as municipally owned, within the Anchorage Municipality
- This funding supports only for the state owned items
- Agreement has been in effect since 1983
- Municipality provides funding for the costs related to new signals added to the system
- Funding has decreased from $1,311,600 in FY90 through FY93

National Pollutant Discharge Elimination System (NPDES)

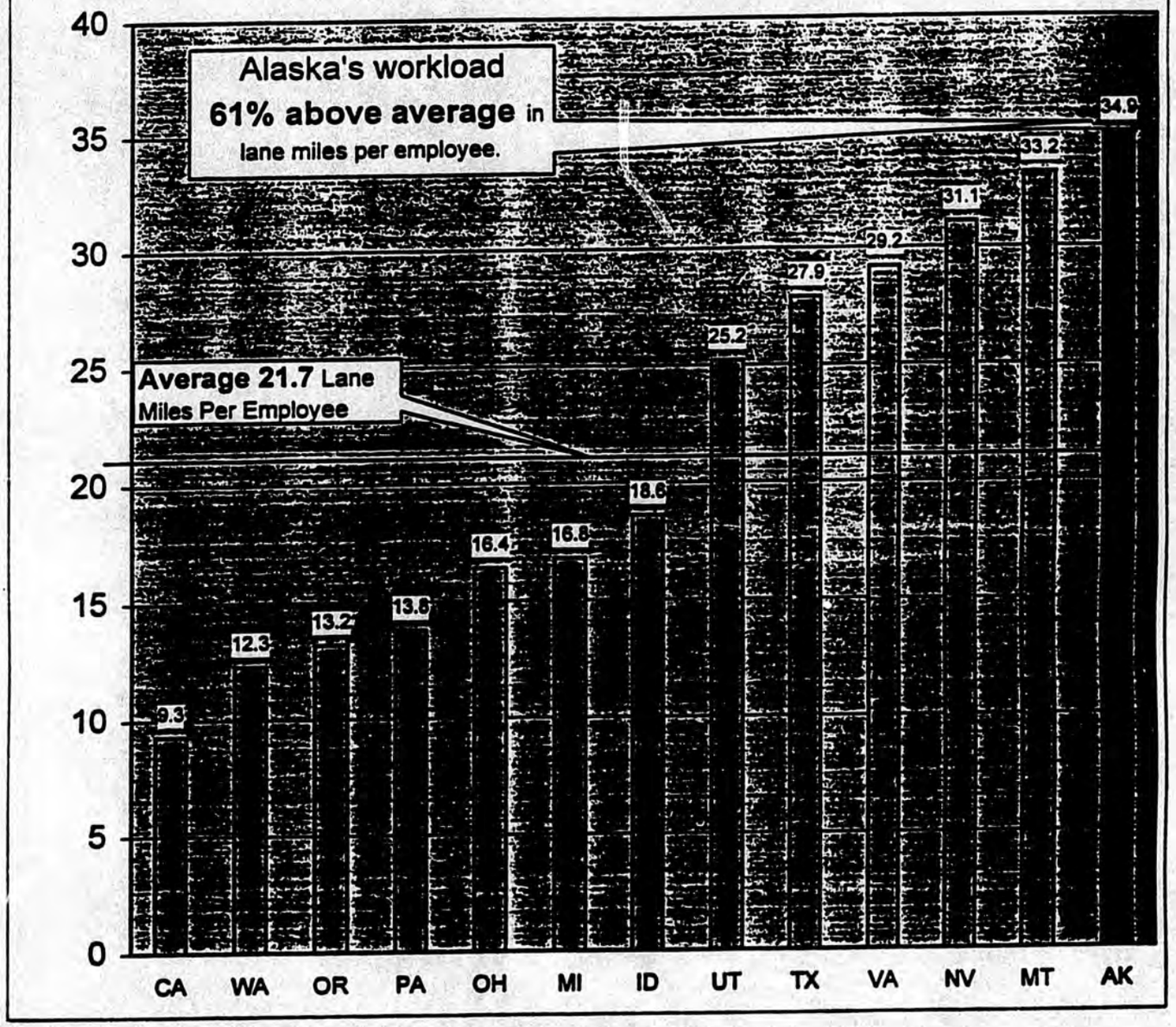
- Required program under the Clean Water Act and Environmental Protection Agency (EPA) regulations
- Approximately $300,000 is paid to the Municipality under a negotiated Memorandum of Understanding
- Municipality provides general storm water management and monitoring programs
- Municipality prepares the required annual reports for the EPA


N
Barrow
Alaska
Department of Transportation
and Public Facilities
Northern
Region
Region Boundaries
CANADA
UNITED STATES
Road
AMHS Ferry Route
River
Nome
Fairbanks
Whitehorse
YUKON TER.
BRITISH COLUMBIA
Anchorage
Central
Region
Juneau
CANADA
Kodiak
Southeast
Region
ALEUTIAN
ISLANDS

Department of Transportation and Public Facilities
Regional Information

	Central	Northern	Southeast
Director:	John Horn	Tony Johansen	Bob Martin
Geographic Area:	181,780 sq. miles	416,000 sq. miles	42,000 sq. miles
Roads:	1,900 miles 4,470 lane miles	3,484 miles 8,352 lane miles	539 miles 1,347 lane miles
Bridges:	226	373	126
Airports:	103	101	11
Certificated	11	6	6
Non-certificated - state	19	36	4
Non-certificated - contract	73	59	1
Harbors:	11	0	65
Buildings:	198	367	45
Maintenance Stations:	25	42	11
Pieces of Equipment:	3,400	2,858	962

State of Alaska Comparison
Lane Miles Per Field Employee



Notes:

1. Data Source: 1993 Washington State, *Maintenance, Management, and Administration Evaluation Repc.t* using survey respondents and the *1993 Highway Statistics,* Federal Highway Administration data.
2. **1993 average of these 13 reporting states is 21.7 lane miles per employee.**
3. The equivalent lane miles of the 261 airports managed by the State of Alaska are included in this data.
4. Employees are represented in FTE (Full Time Equivalents).

Department of Transportation and Public Facilities
Maintenance and Operations- Highways and Aviation

BRU	Component	FY00 Budget Authorization	Fund Sources	Amount
Statewide Facility Maintenance and Operations	Traffic Signal Management	1,183.0	General Fund	1,183.0
Statewide Facility Maintenance and Operations	Central Leasing & Property Management	582.9	General Fund	512.7
			Interagency Receipts	70.2
Statewide Facility Maintenance and Operations	Northern Leasing & Property Management	602.3	General Fund	545.3
			Interagency Receipts	57.0
Central Region Highways and Aviation	Central Highways and Aviation	28,623.1	Federal Receipts	919.8
			General Fund	26,185.2
			GF/Program Receipts	619.2
			Interagency Receipts	79.3
			International Airport Rev Fund	28.4
			Oil/Hazardous Response	700.0
			Statutory Designated Prg Rcpts	91.2
Northern Region Highways and Aviation	Northern Highways and Aviation	36,865.7	Federal Receipts	456.1
			General Fund	35,063.0
			GF/Program Receipts	803.8
			Interagency Receipts	327.4
			Highway Working Capital Fun	15.8
			Statutory Designated Prg Rcpts	199.6
Southeast Region Highways and Aviation	Southeast Highways and Aviation	9,006.6	General Fund	8,367.9
			GF/Program Receipts	386.8
			Interagency Receipts	84.6
			Statutory Designated Prg Rcpts	167.3
Total		76,863.6	Federal Receipts	1,375.9
			General Fund	71,857.1
			GF/Program Receipts	1,809.8
			Interagency Receipts	618.5
			International Airport Rev Fund	28.4
			Highway Working Capital Fun	15.8
			Oil/Hazardous Response	700.0
			Statutory Designated Prg Rcpts	458.1

Department of Transportation and Public Facilities
FY96 to FY2000 New Facilities and Fixed Costs
Unfunded cost increases

New Facilities Costs

Highways & Aviation	FY96	FY97	FY98	FY99	FY2000
Central Region	236.1	107.6	352.0	247.9	259.7
Northern Region	540.7	193.2	238.3	224.4	98.6
Southeast Region	150.2	101.6	40.6	25.0	5.0
Total H&A	**927.0**	**402.4**	**630.9**	**497.3**	**363.3**
Facilities					
Central Region	131.9	292.9	193.5	27.4	41.2
Northern Region	99.0	131.8	121.0	346.7	69.1
Southeast Region	20.6	0.0	0.0	24.2	24.2
Total Facilities	**251.5**	**424.7**	**314.5**	**398.3**	**134.5**

Fixed Costs

Highways & Aviation					
Central Region	85.2	170.9	587.7	171.9	157.8
Northern Region	85.4	304.2	255.4	225.5	215.9
Southeast Region	23.0	104.9	0.0	25.0	5.0
Total H&A	**193.6**	**580.0**	**843.1**	**422.4**	**378.7**
Facilities					
Central Region	102.1	104.9	45.6	14.8	0.0
Northern Region	99.0	123.7	180.4	95.8	56.3
Southeast Region	20.6	0.0	0.0	16.9	7.3
Total Facilities	**221.7**	**228.6**	**226.0**	**127.5**	**63.6**

Department of Transportation and Public Facilities

Maintenance and Operations

FY98 Highways and Aviation Operating Budget by Station

Station	Airport Staff	Airport LM	Highway Staff	Highway LM	H&A FY98 Costs*	Aviation FY98 Costs **	Highways FY98 Costs
Central Region							
Aniak	2	35.7	0	17.0	300,324	300,324	0
Aniak outlying Airports					70,917	70,917	0
Bethel	5	171.6	2	43.0	1,181,754	859,413	322,341
Bethel outlying Airports					538,202	538,202	
Birchwood Airport	2	6.3	0	0.0	92,122	92,122	0
Cold Bay	4	110.3	0	28.0	604,861	604,861	0
Cold Bay outlying Airports					151,671	151,671	0
Dillingham	5	87.3	2	65.0	977,350	756,222	221,128
Dillingham outlying Airports					111,216	111,216	0
Girdwood	1	4.4	4	144.0	625,439	71,183	554,256
Homer	4	34.3	7	245.0	1,672,867	865,289	807,578
Iliama	2.5	53.0	0.5	52.0	389,857	339,857	50,000
Iliama outlying Airports					69,700	69,700	0
King Salmon	6	108.2	2	42.0	955,555	881,521	74,034
King Salmon outlying Airports					133,684	133,684	0
Kodiak	3	93.3	4	114.3	1,635,996	945,595	690,401
Kodiak outlying Airports					78,685	78,685	0
Mat-Su outlying Airports					48,432	48,432	0
Mc Grath outlying Airports					68,616	68,616	0
McGrath	1	26.3	0	62.0	181,442	181,442	0
Palmer	0.5	11.8	12.5	748.0	2,274,165	38,997	2,235,168
Peninsula outlying Airports					55,564	55,564	0
Seldovia	0.5	9.3	0.5	23.0	191,388	65,930	125,458
Seward	0.25	33.1	3.75	102.0	729,692	27,500	702,192
Soldotna	0.25	2.8	11.75	555.0	1,651,684	15,000	1,636,684

Department of Transportation and Public Facilities

Maintenance and Operations

FY98 Highways and Aviation Operating Budget by Station

Station	Airport Staff	Airport LM	Highway Staff	Highway LM	H&A FY98 Costs*	Aviation FY98 Costs **	Highways FY98 Costs
Talkeetna	0.5	7.2	0.5	48.0	249,751	149,751	100,000
Unalaska	3	19.5	0	0.0	491,540	491,540	0
Unalaska outlying Airports					12,071	12,071	0
Whitter Airport	0		0		12,260	12,260	0
Willow	0.5	9.1	4.5	243.0	573,703	26,000	547,703
subtotal	41	823.5	55	2531.3	16,130,508	8,063,565	8,066,943
Southeast Region							
Haines	0.25	7.6	4.75	174.7	744,380	36,765	707,615
Sitka	7	17.3	2	59.7	939,837	421,681	518,156
Yakutat	2.5	52.1	1.5	114.6	766,277	446,936	319,341
Craig Seaplane Base	0		see Klawock		1,134	1,134	
Kake	Contract	9.5	Contract	11.2	108,824	29,136	79,688
Gustavus	1	46.1	1	17.1	236,018	112,028	123,990
Hoonah	0.85	4.8	1.15	5.9	177,016	75,577	101,439
Klawock	0.35	9.5	3.65	301.8	844,458	70,856	773,602
Petersburg	1.5	17.1	1.5	109.4	704,426	312,789	391,637
Skagway	0.5	5.6	4.5	54.6	679,939	62,799	617,140
Wrangell	2.5	16.2	1.5	58.8	558,415	357,099	201,316
subtotal	16.45	185.8	21.55	907.8	5,760,724	1,926,800	3,833,924
Northern Region							
Barrow Station	3	38.7	0	0.0	516,669	516,669	0
Chandalar Station	0.08	15.7	9.92	201.4	1,133,350	9,150	1,124,200
Deadhorse Station	5.51	66.9	3.99	216.3	1,854,772	1,079,382	775,390
Healy Station	0.96	11.5	5.04	216.0	500,502	8,160	492,342
Kotzebue Station	6	187.4	0	30.8	1,084,703	1,084,703	0
Central Station	0.26	23.7	2.24	182.7	437,153	44,647	392,506
Chitina Station	0.06	7.7	2.44	212.9	581,812	14,433	567,379
Coldfoot Station	0.05	17.3	4.45	155.3	1,056,987	13,772	1,043,215
Cordova Station	3.33	80.6	3.67	171.6	1,106,554	527,330	579,224
Eagle Station	0.02	13.0	0.98	61.7	271,361	29,154	242,207
Galena Station	7.5	63.0	0	21.1	540,037	540,037	0

Department of Transport. n and Public Facilities

Maintenance and Operations

FY98 Highways and Aviation Operating Budget by Station

Station	Airport Staff	Airport LM	Highway Staff	Highway LM	H&A FY98 Costs*	Aviation FY98 Costs **	Highways FY98 Costs
Interior Contracted Arpts	0.18	338.2	0.32	74.4	1,115,642	954,754	160,888
Livengood Station	0	2.9	6.5	310.6	990,218	422	989,796
Manley Station	0.04	6.1	1.96	101.2	265,493	5,041	260,452
Nome Station#	6.63	179.0	6.37	632.2	2,857,828	1,459,581	1,398,247
South Fork Station*	0.02	6.9	1.48	119.0	202,034	2,765	199,269
St. Mary's Station	2.51	129.7	0.49	62.5	611,582	511,515	100,067
Tazlina Station	0.85	91.4	7.65	413.0	1,644,666	133,526	1,511,140
Tok Station	0.11	59.3	6.39	412.9	1,020,417	16,094	1,004,323
Unalakleet Station	2.5	101.6	0	0.0	489,504	489,504	0
Valdez Station	2.68	73.0	4.82	100.1	1,640,344	587,062	1,053,282
subtotal	42.29	1513.6	68.71	3695.66	19,921,628	8,027,701	11,893,927
Total	99.74	2522.9	145.26	7134.76	41,812,860	18,018,066	23,794,794

* Includes all stations that incurred airport-related costs; excludes stations with only highway-related costs.

** Includes $599,103 of federal receipts: $374,100 Galena airport, $13,613 Kodiak Airport, $211,390 King Salmon Airport.

Department of Transportation and Public Facilities (DOT&PF)
Maintenance and Operations
Highways and Aviation
Impact of FY00 Budget Reductions

Central Region

Deactivate North Kenai Maintenance Station (Responsibility for station work will be transferred to Soldotna Maintenance Station; 2 equipment operators transferred to Soldotna Station; 2 equipment operators laid off; turn in one grader and one truck; remainder of equipment transferred to Soldotna Station.)	-$220.0
Deactivate Moose Pass Maintenance Station (Responsibility for station work will be transferred to Cooper Landing Maintenance Station; 4 equipment operators would be transferred to Cooper Landing Station; one equipment operator would be laid off; turn in one grader; remainder of equipment transferred to Cooper Landing Station.)	-$81.0
Deactivate Kalsin Bay (Kodiak Island) Maintenance Station (Responsibility for station work will be transferred to Kodiak Maintenance Station; one equipment operator would be transferred to Kodiak Maintenance Station; one equipment operator would be laid off. One grader will be turned in with the remainder of the equipment transferring to Kodiak).	-$99.0
Reduce two full-time equipment operator positions in Palmer Maintenance Station to season status.	-$74.0
Limit Anchorage Snow Haul to $600,000/year (Snow hauling in Anchorage varies from $500,000 to $1,000,000 per year dependent on the amount of snow. The average is $750,000 per year. Enforce a firm cap of $600,000.)	-$150.0
Remove dumpsters at Turnagain Pass. Forest Service has requested they be removed.	-$17.0
Delete Anchorage Station crew foreman position (Position is now being used for vacancy factor; another vacant position in station will be used for vacancy factor.)	-$65.0
Eliminate Mat-Su Borough Calcium Chloride Program	-$34.0

(50 tons Palmer Station, 12 tons Willow Station; Local roads such as Clark-Wolverine, Buffalo Mine, Palmer Fishhook, Hayfield, Davis and Crystal Lake Roads will not be treated.)

Transfer Highway Striping to Federal Capital Budget	-$65.0
Subtotal Central Region	-$805.0

Northern Region

Deactivate Trims Maintenance Station (Responsibility for station work will be transferred to Paxson and Delta Junction Maintenance Stations; one equipment operator would be transferred to Paxson and one to Delta Junction. One equipment operator would be laid off. A grader, truck, and loader would be turned in. Remainder of equipment divided between Paxson and Delta Junction Stations.)	-$180.0
Deactivate Birch Lake Maintenance Station (Responsibility for station work will be transferred to Fairbanks and Delta Junction Maintenance Stations; one equipment operator would be transferred to Fairbanks Station and one to Delta Junction Station. One equipment operator would be laid off. A grader, truck, and loader would be turned in. Remainder of equipment divided between Fairbanks and Delta Junction Stations.)	-$170.0
Allow snow to melt on Northern Highways (Highways effected include – Taylor Highway 0-160; Boundary Spur; Denali Highway 0-129; Fairbanks Creek Road 0-8.3; Eureka Road 0-2; Tofty Road 0-15; US Creek 0-7; Copper River Highway 17-49; McCarthy Road 15-60; Nome/Council, Teller, and Kougarok Highways.) The Legislature provided authority to collect up to $150.0 (GF/PR) from non-state sources to minimize impact of these cuts.	-$316.0
Eliminate dedicated phone circuits	-$84.0
Delete Transportation Maintenance Supervisor's Position in Deadhorse	-$100.0

Transfer Highway Striping to Federal Capital Budget	-$60.0
Subtotal Northern Region	-$910.0

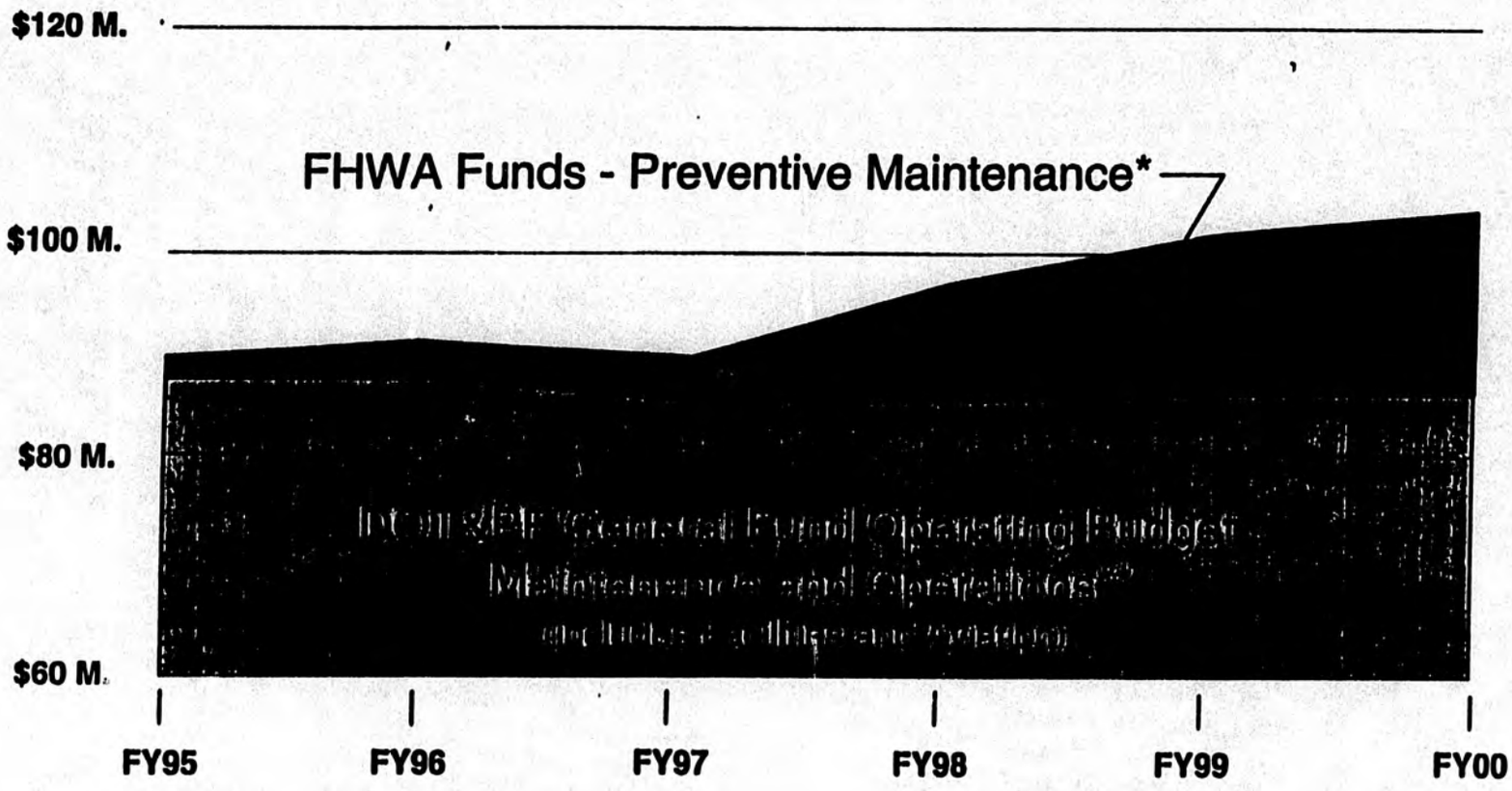
Southeast Region

Transfer Highway Striping to Federal Capital Budget	-$50.0
Winter Maintenance Reduce services in Kake and Angoon (contract)	-$15.0
Delete one equipment operator at Ketchikan Maintenance Station	-$41.0
Reduce winter seasonal airport positions from 6 months to 4 months in Gustavus and Hoonah (start in December)	-20.0
Reduce winter maintenance in Hyder (contract with community)	-$35.0
Delay replacing facilities Groundskeeper Position in Juneau	-$15.0
Reduce winter sand purchase for Klondike Highway	-$7.0
Reduce Harbor Maintenance in Southeast Alaska	-$15.0
Turn off 10% of street lights Juneau, Ketchikan, Sitka, Wrangell, Petersburg	-$17.0
Delay replacing Transportation Maintenance Leader in Juneau	-$19.0
Subtotal Southeast Region	-$234.0

Operating Budget Items cut by Legislature in Capital Budget

Item	Requested	Approved by Legislature
Airport Deferred Maintenance	$900.6	$550.0
Highway Deferred Maintenance	$1,005.0	$600.0
Harbors Deferred Maintenance	$1,000.0	$600.0
	$2,905.6	$1,700.0

Sources and Levels of Maintenance Funding



* Preventive maintenance includes: Chip sealing, pavement markings, crack sealing, bridge repair (summer work).

** These funds are nearly exclusively spent on items ineligible for FHWA preventive maintenance, such as: winter maintenance, lighting and traffic operations, and other ineligible work.

Department of Transportation and Public Facilities
Maintenance and Operations FY98 Contracted Services

	Central Region	Northern Region	Southeast Region	Total
Rural Airports operations & maintenance	1,020,137	1,259,409	173,681	2,453,227
Airport Repairs	75,000		0	75,000
Bird Control & wildlife studies	75,000		52,186	127,186
Street Sweeping	410,000		13,315	423,315
Dust Control	-			0
Road Illumination & traffic control	25,000		4,182	29,182
Brush removal	175,000		105,100	280,100
Striping	-		192,861	192,861
Aggregate Processing	-	851,765		851,765
Equipment Rental	35,000	103,800	58,742	197,542
Gravel Haul	9,000			9,000
Communications	-	69,198	3,085	72,283
Maintenance				0
Road	26,600		270,124	296,724
Guardrail	-	117,820		117,820
Waysides	-	14,083		14,083
Floats & harbors	-		270,381	270,381
Buildings (Facilities)	119,000	152,783	511,500	783,283
Janitorial	162,100	270,861	498,600	931,561
Elevator Maintenance	54,200	28,452		82,652
Snow Removal	405,000	19,165		424,165
Lawn Care	9,700			9,700
Engineering and architectural svcs.	-		41,870	41,870
Building Improvements	-	890,514		890,514
Environmental Compliance	-	558,846		558,846
Hazardous Waste (Remediation, UST removal, SPCC plans, etc.)	235,400			235,400
Training	50,000			50,000
Outhouses/ dumpsters	50,000			50,000
Security		49,444		49,444
Cranes & hoist repairs		7,370		7,370
Solid waste removal		6,127		6,127
	2,936,137	4,399,637	2,195,627	9,531,401

9/2/99

Department of Transportation and Public Facilities
Rural Airport Maintenance Contracts

Akhiok Airport	$	2,500
Akiachak Airport	$	7,000
Akiak Airport	$	9,000
Alakanuk	$	8,000
Aleknagik Airport	$	9,500
Allakaket	$	19,420
Ambler	$	30,000
Angoon	$	21,200
Anvik	$	16,000
Atka Airport	$	7,200
Atmautluak Airport	$	7,000
Beaver	$	8,000
Bettles	$	26,446
Birch Creek	$	9,000
Brevig Mission	$	17,500
Buckland	$	5,500
Chalkyitsik	$	14,000
Chefornak Airport	$	5,500
Chenega Bay Airport	$	27,500
Chevak Airport	$	9,000
Chicken	$	9,477
Chignik Airport	$	11,370
Chignik Lagoon Airport	$	11,800
Chignik Lake Airport	$	6,450
Chuathbaluk Airport	$	9,000
Circle City	$	11,500
Clarks Point Airport	$	10,000
Clear	$	16,850
Crooked Creek Airport	$	4,800
Deering	$	20,000
Eek Airport	$	7,954
Ekwok Airport	$	9,000
Elim	$	30,000
Emmonak	$	21,400
False Pass Airport	$	8,000
Flat Airport	$	19,360
Fort Yukon Airport	$	70,505
Gambell	$	36,723
Golovin	$	19,200
Goodnews Bay Airport	$	13,000
Grayling	$	14,000
Holy Cross	$	20,000
Hooper Bay Airport	$	18,000
Hughes	$	13,000
Huslia	$	20,000
Hyder	$	68,000
Igiugig Airport	$	11,000
Kake	$	60,000
Kalskag Airport	$	8,500
Kaltag	$	14,000

Department of Transportation and Public Facilities
Rural Airport Maintenance Contracts

Karluk Airport	$	8,400
Kasigluk Airport	$	4,000
Kiana	$	32,000
King Cove Airport	$	18,000
Kipnuk Airport	$	8,250
Kivalina	$	20,470
Kobuk Airport	$	11,000
Kokhanok Bay Airport	$	11,500
Koliganek Airport	$	13,500
Kongiganek Airport	$	7,500
Kotlik	$	5,692
Koyuk	$	15,000
Koyukuk Airport	$	18,000
Kwethluk Airport	$	9,315
Kwigillingok Airport	$	12,000
Larsen Bay Airport	$	8,000
Levelock Airport	$	6,600
Lime Village Airport	$	8,000
Little Diomede Airport	$	20,000
Manokotak Airport	$	7,000
Marshall	$	12,000
Mekoryuk Airport	$	21,000
Minchumina	$	15,000
Mt. Village Airport	$	11,903
Nanwalek	$	7,500
Napakiak Airport	$	7,500
Napaskiak Airport	$	8,000
Nelson Lagoon Airport	$	6,000
New Stuyahok Airport	$	10,000
Newtok Airport	$	11,000
Nightmute Airport	$	8,000
Nikolai Airport	$	6,500
Noatak	$	15,600
Nondalton Airport	$	13,500
Noorvik Airport	$	40,000
Northway	$	13,500
Nulato	$	21,928
Nunapitchuk Airport	$	4,000
Old Harbor Airport	$	5,000
Ouzinkie Airport	$	10,000
Pedro Bay Airport	$	7,600
Pelican	$	1,500
Perryville Airport	$	9,000
Pilot Point Airport	$	10,000
Pilot Station	$	10,500
Platinum Airport	$	15,000
Point Hope Airport	$	85,000
Port Graham Airport	$	12,000
Port Heiden Airport	$	45,000
Port Lions Airport	$	20,286

Department of Transportation and Public Facilities
Rural Airport Maintenance Contracts

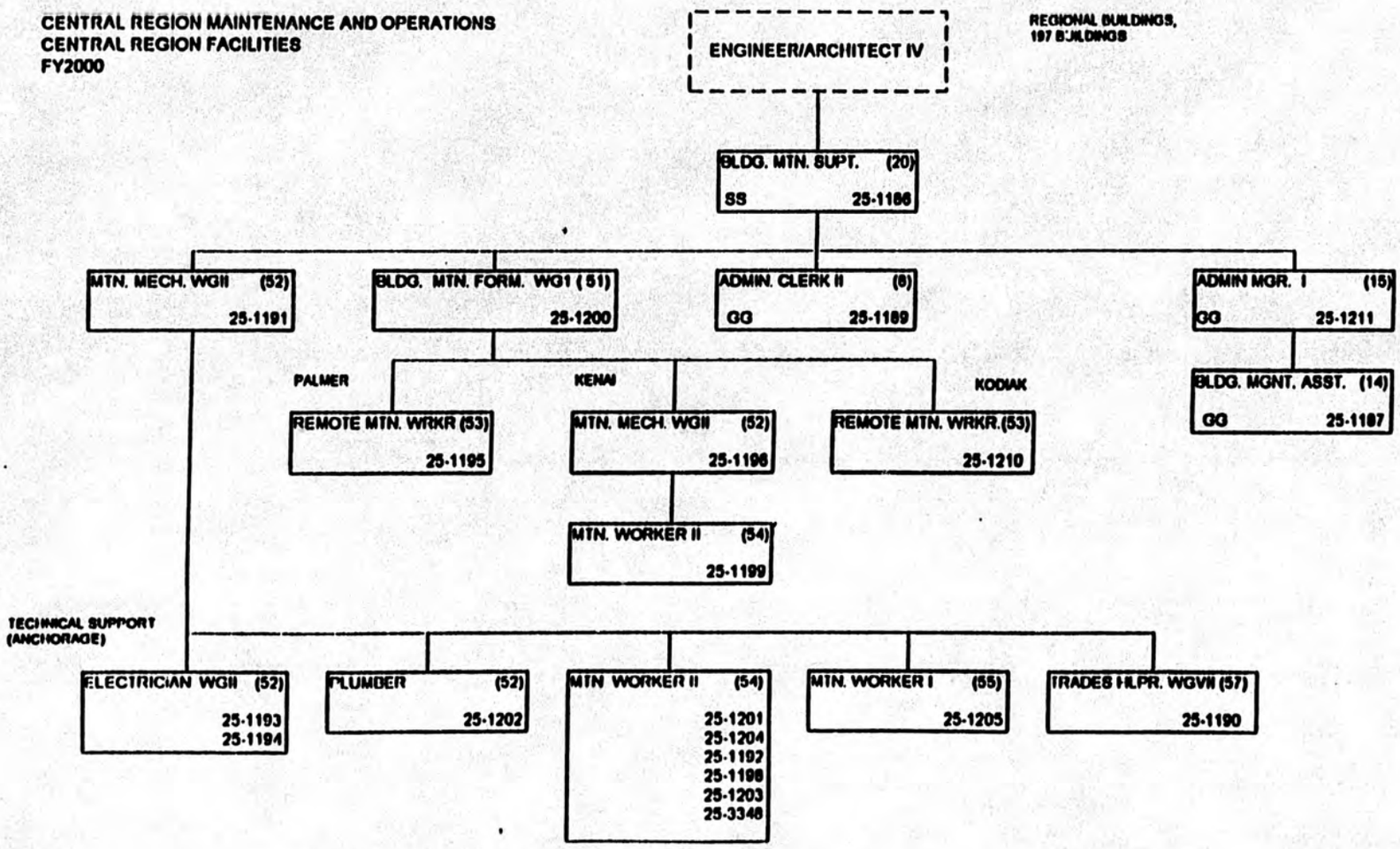
Portage Creek Airport	$	7,000
Quinhagak Airport	$	8,195
Rampart	$	25,200
Red Devil Airport	$	10,500
Ruby	$	57,111
Russian Mission	$	12,000
Sand Point Airport	$	95,000
Savoonga	$	45,000
Scammon Bay Airport	$	15,000
Selawik Airport	$	21,600
Shageluk	$	14,000
Shaktoolik	$	12,500
Sheldon Point	$	10,000
Shishmaref	$	23,725
Shungnak	$	20,000
Skwentna Airport	$	14,890
Sleetmute Airport	$	16,600
South Naknek Airport	$	6,000
St. George Airport	$	25,000
St. Michael	$	21,600
St. Paul Airport	$	146,667
Stebbins Airport	$	12,260
Stevens Village	$	14,400
Stony River Airport	$	7,000
Takotna Airport	$	12,400
Tanana	$	43,500
Tatitlek Airport	$	34,000
Teller	$	30,900
Togiak Airport	$	12,500
Toksook Bay Airport	$	10,000
Tuluksak Airport	$	10,000
Tuntutuliak Airport	$	8,000
Tununak Airport	$	9,000
Twin Hills Airport	$	9,500
Ugashik Airport	$	5,500
Wales	$	20,000
White Mountain	$	23,499
TOTAL	**$**	**2,430,245**

NOTE: Some of these costs were FY98 contract amounts, and some FY99 contract amounts.

Department of Transportation and Public Facilities
Maintenance and Operations - Highways and Aviation Permanent Positions

BRU	Component	Full-time	Part-time
Statewide Facility Maintenance and Operations	Traffic Signal Management	0	
Statewide Facility Maintenance and Operations	Central Leasing & Property Management	9	
Statewide Facility Maintenance and Operations	Northern Leasing & Property Management	8	
Central Region Highways and Aviation	Central Highways and Aviation	157	38
Northern Region Highways and Aviation	Northern Highways and Aviation	218	89
Southeast Region Highways and Aviation	Southeast Highways and Aviation	58	9
Total		450	136

CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION FACILITIES
FY2000



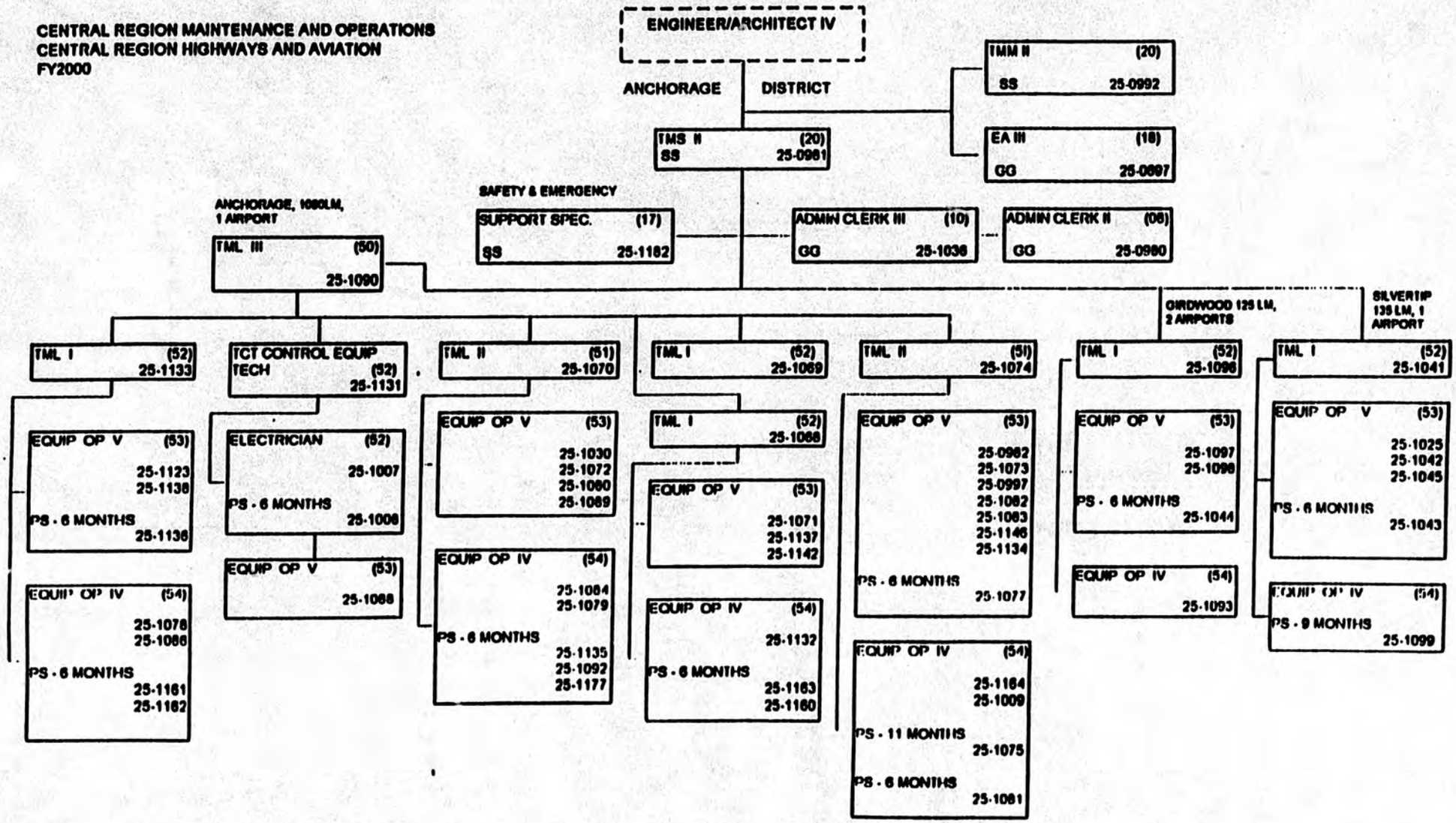
Footnotes:
All positions in Anchorage unless otherwise noted

All positions are LTC

TOTAL POSITIONS 21

FULL TIME POSITIONS 21 SEASONAL POSITIONS 0

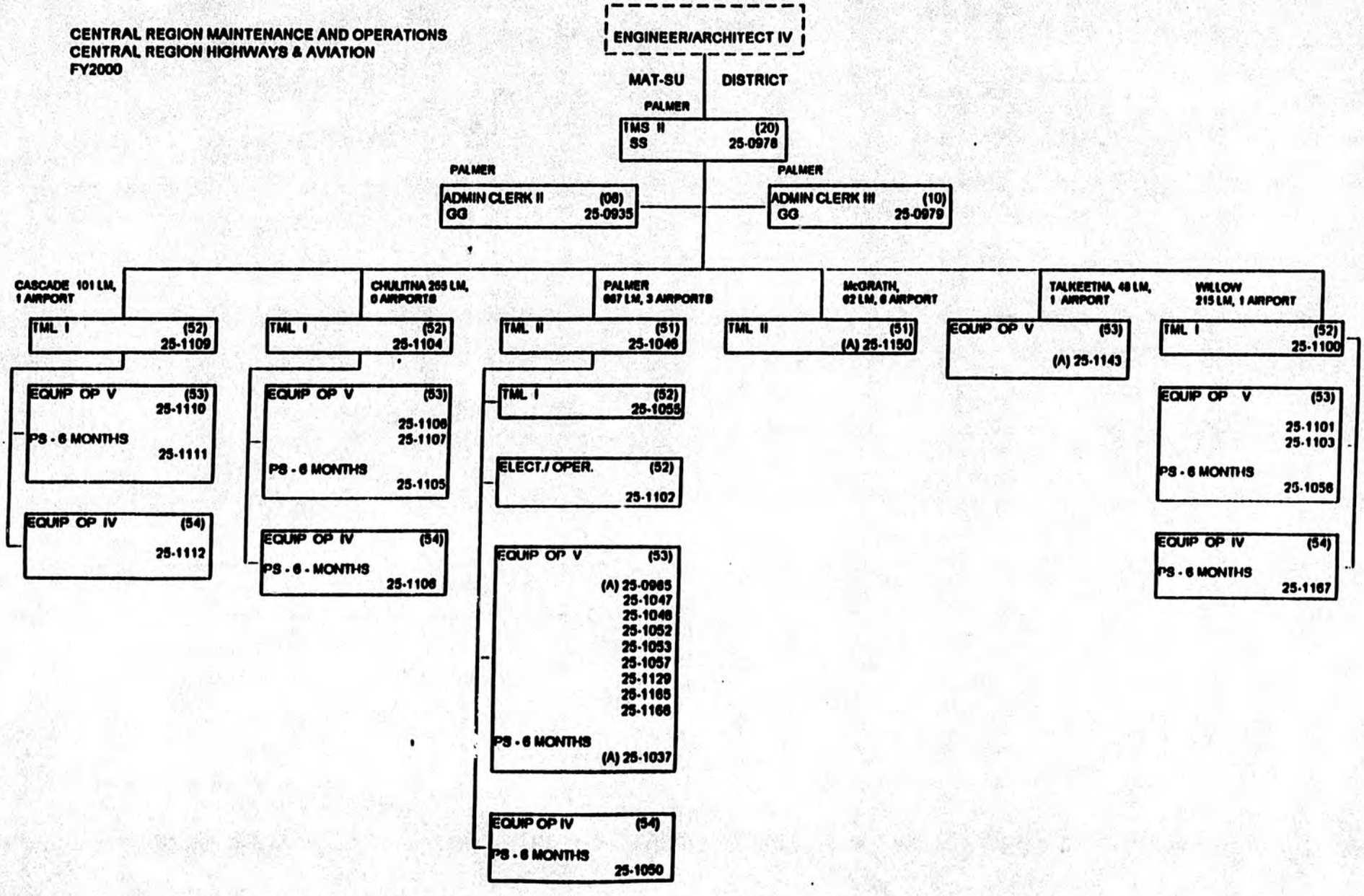
CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION HIGHWAYS AND AVIATION
FY2000



All positions in Anchorage unless otherwise noted

All positions are LTC

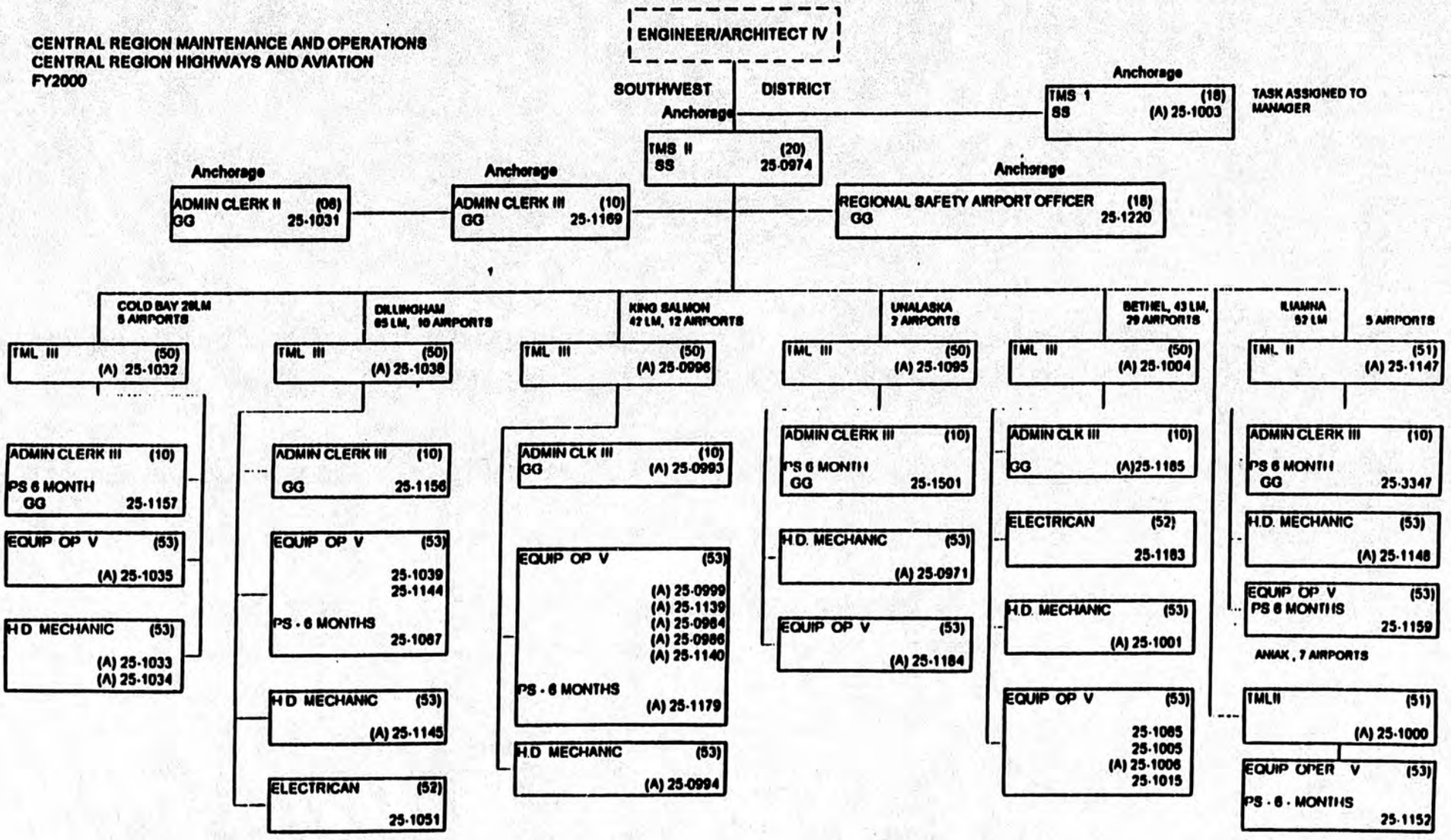
CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION HIGHWAYS & AVIATION
FY2000



TOTAL POSITION THIS DISTRICT 33

All positions are LTC

CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION HIGHWAYS AND AVIATION
FY2000

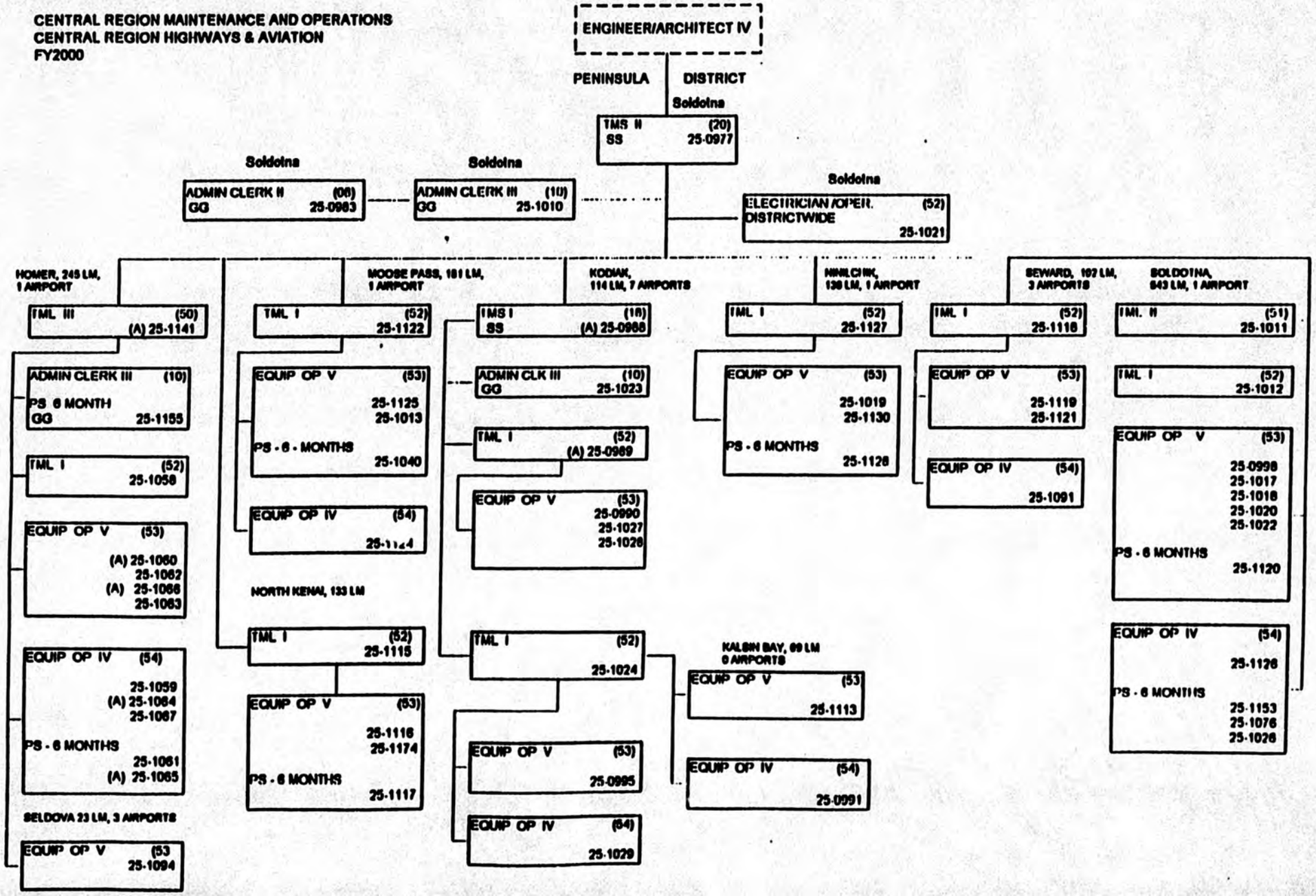


TOTAL POSITION THIS DISTRICT 44

FULL TIME POSITIONS 37 SEASONAL POSITIONS 7

All positions are unless otherwise

CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION HIGHWAYS & AVIATION
FY2000

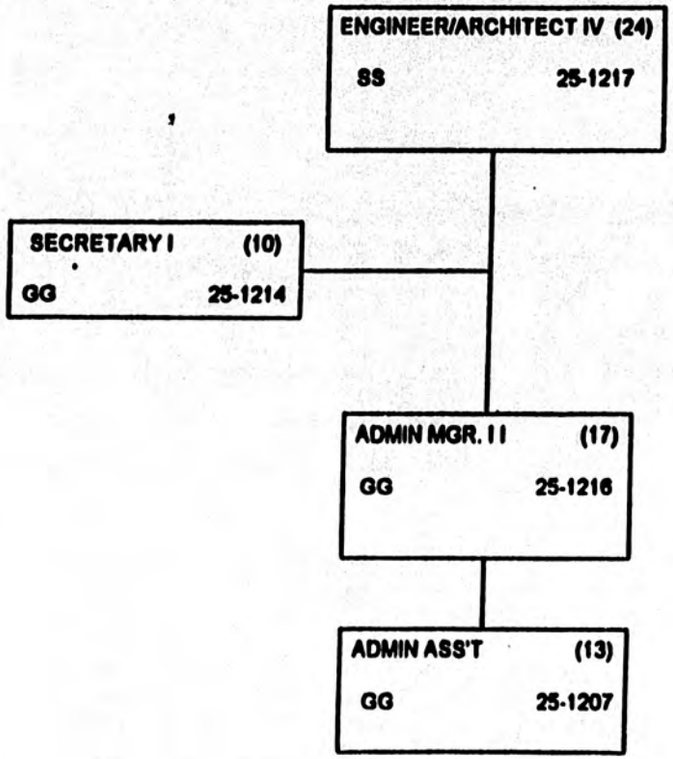


TOTAL POSITION THIS DISTRICT 67

All positions are LTC unless otherwise noted

CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION HIGHWAYS AND AVIATION
FY2000

Anchorage

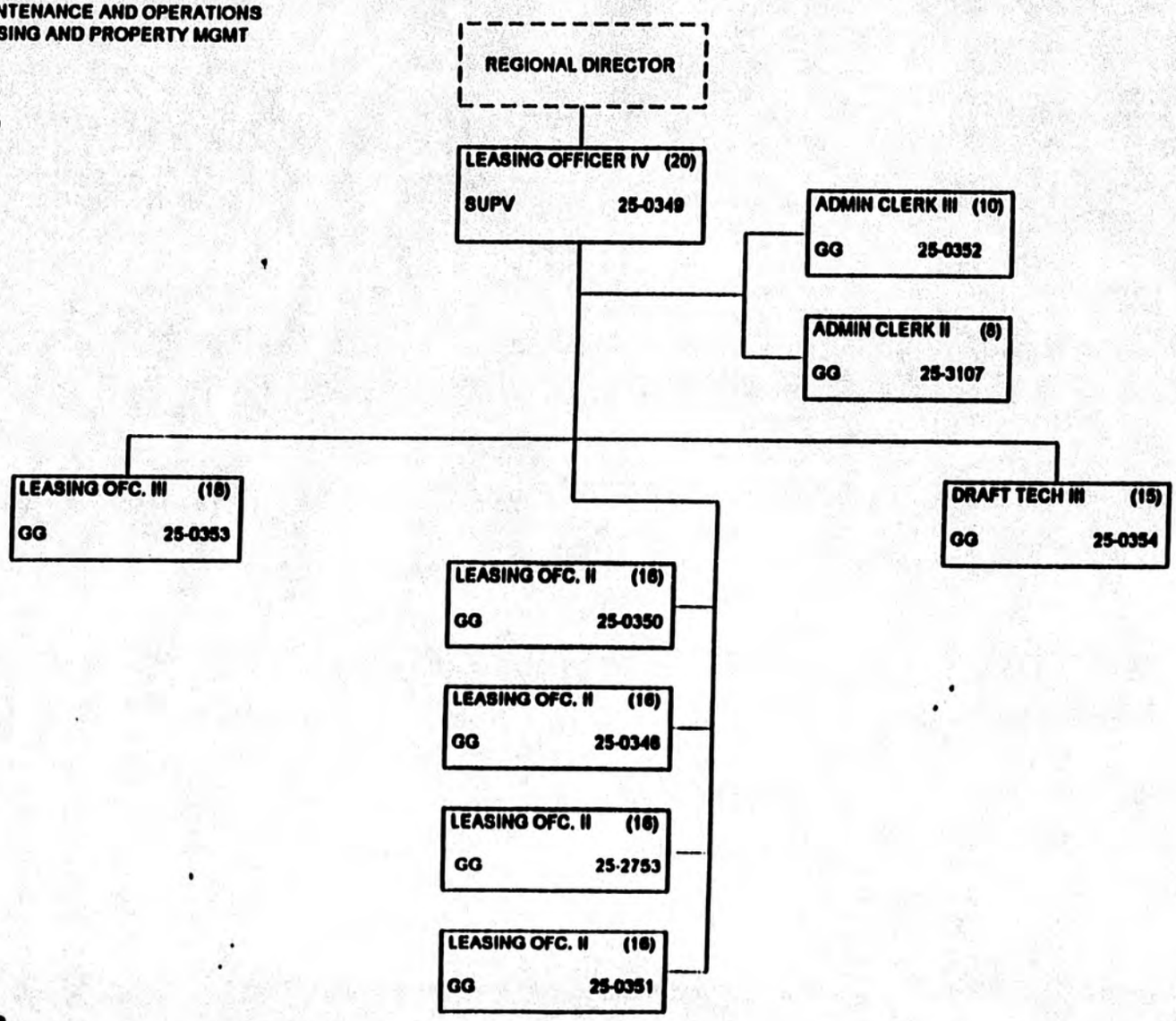


TOTAL POSITIONS 4

FULL TIME POSITIONS 4 SEASONAL POSITIONS 0

CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION LEASING AND PROPERTY MGMT
FY2000

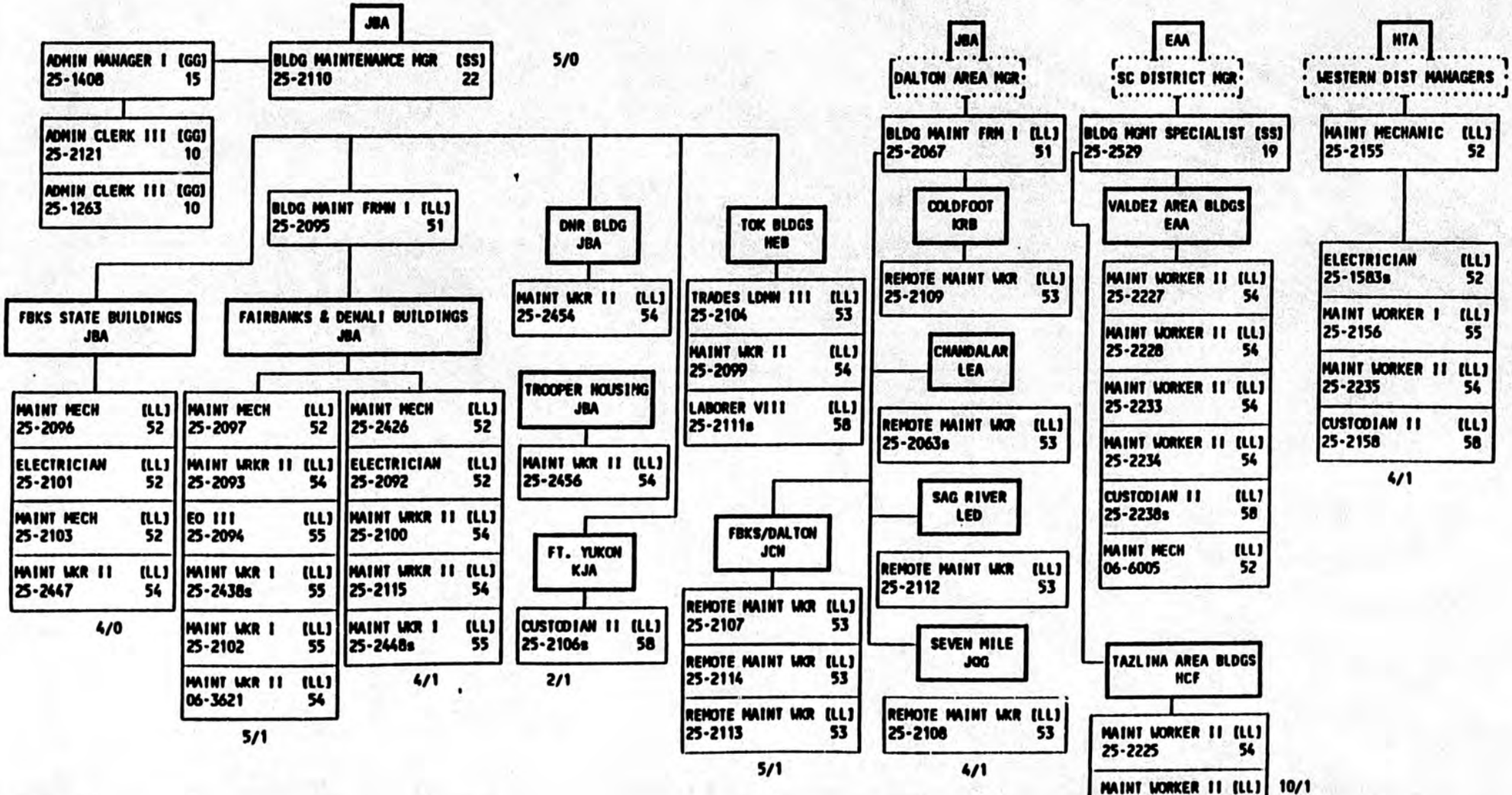
Anchorage



TOTAL POSITIONS 9

FULL TIME POSITIONS 9 SEASONAL POSITIONS 0

DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES
NORTHERN REGION MAINTENANCE AND OPERATIONS
NORTHERN FACILITIES



Positions
Full-time 43
Seasonal 7
Total 50

November 24,

FY00 OPERATING BUDGET

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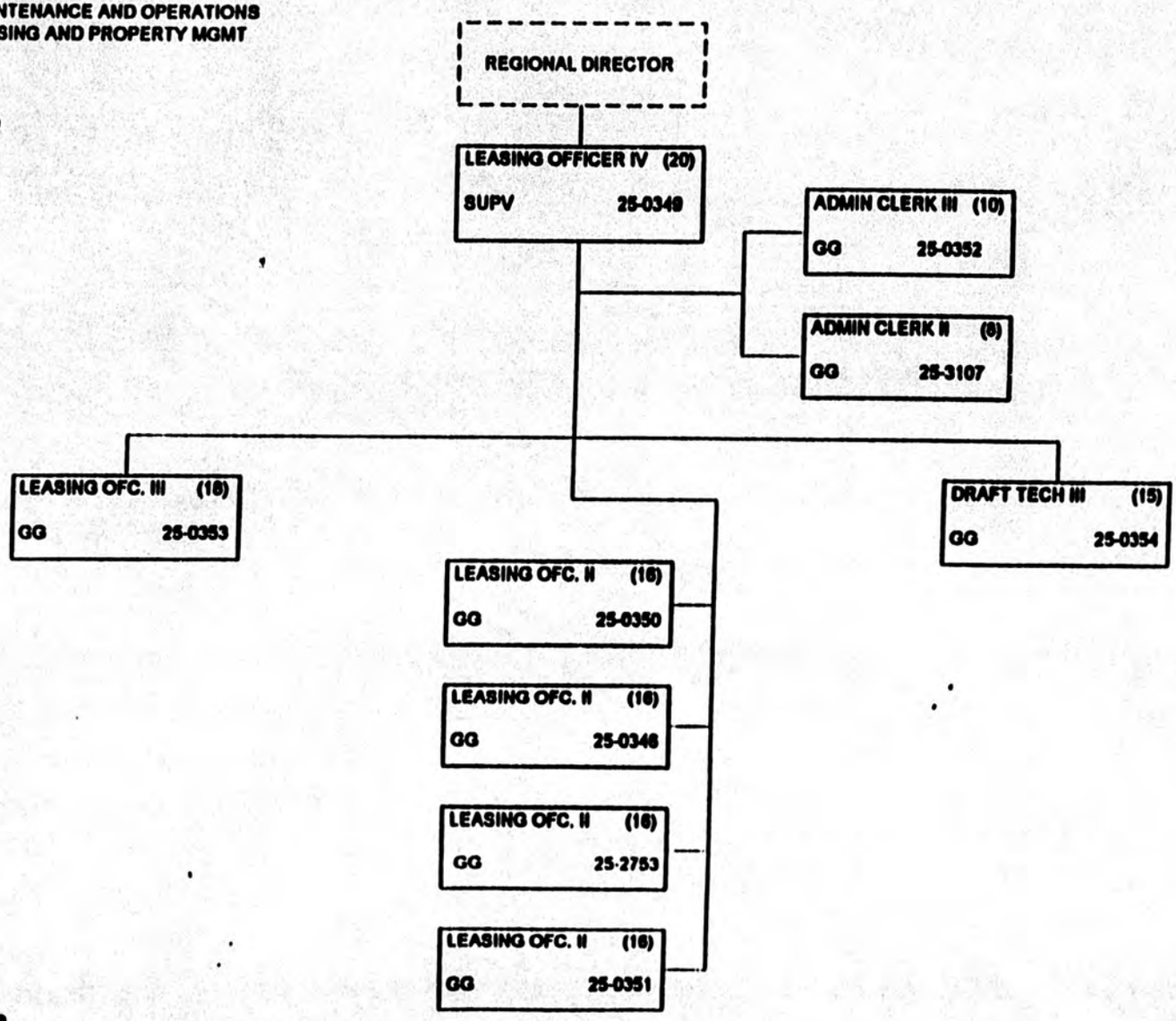
CENTRAL REGION MAINTENANCE AND OPERATIONS
CENTRAL REGION LEASING AND PROPERTY MGMT
FY2000

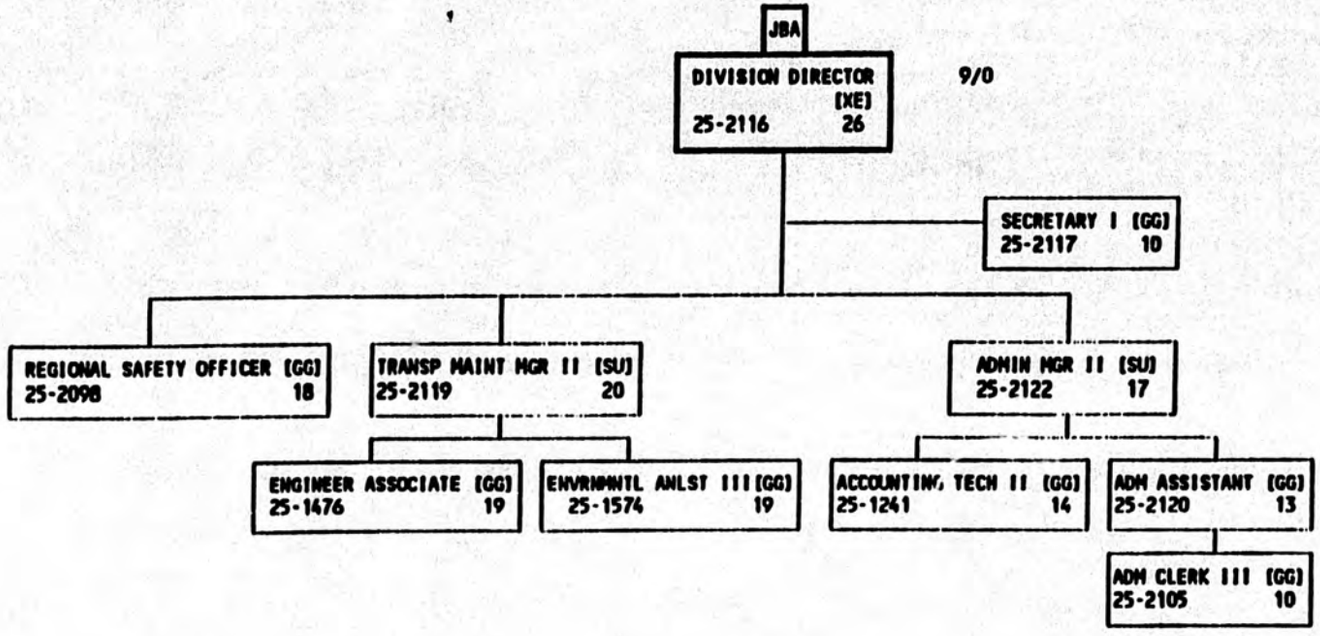
Anchorage



TOTAL POSITIONS 9

FULL TIME POSITIONS 9 SEASONAL POSITIONS 0

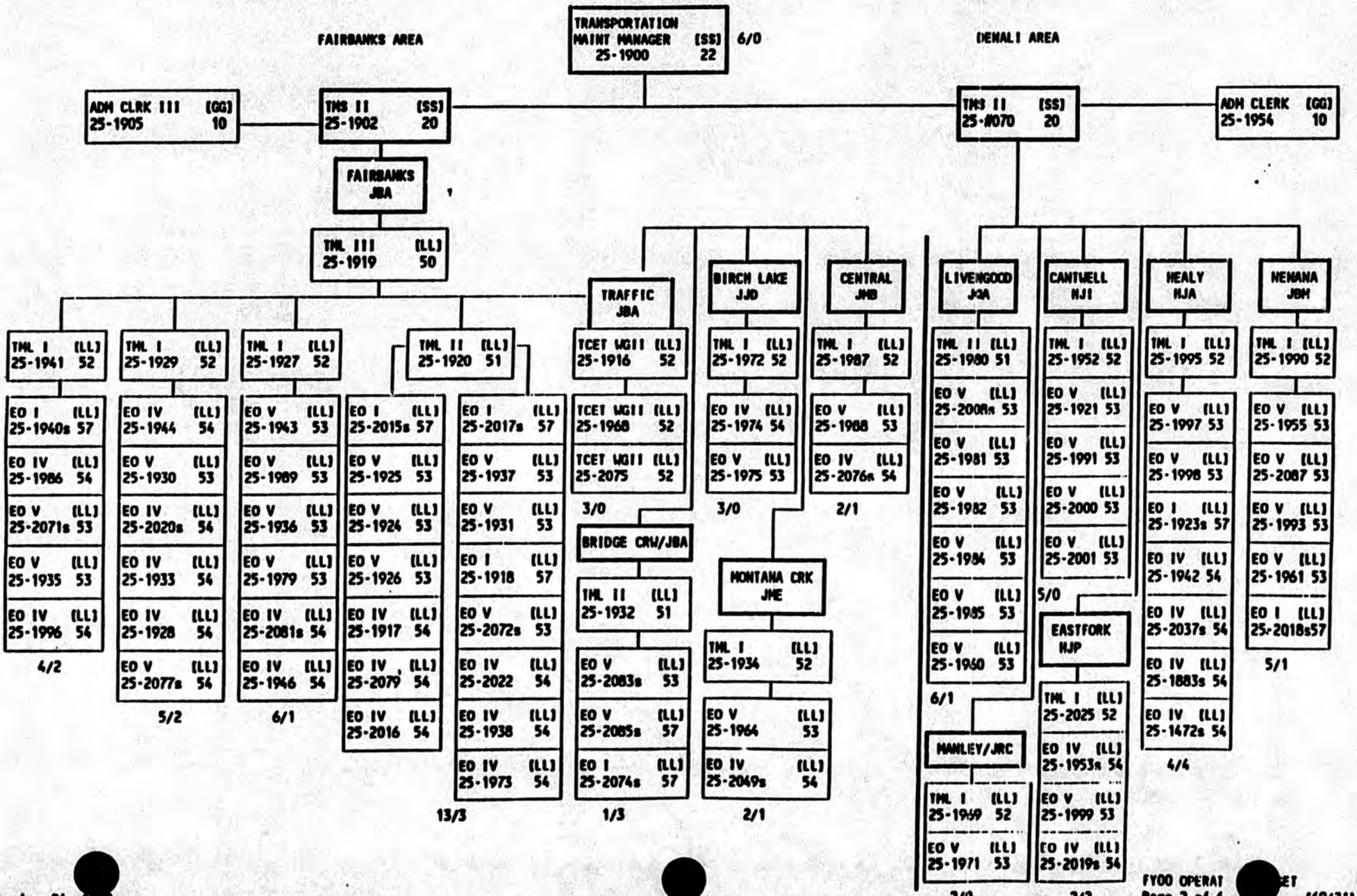
DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES
NORTHERN REGION MAINTENANCE & OPERATIONS
NORTHERN HIGHWAYS & AVIATION
ADMINISTRATION AREA



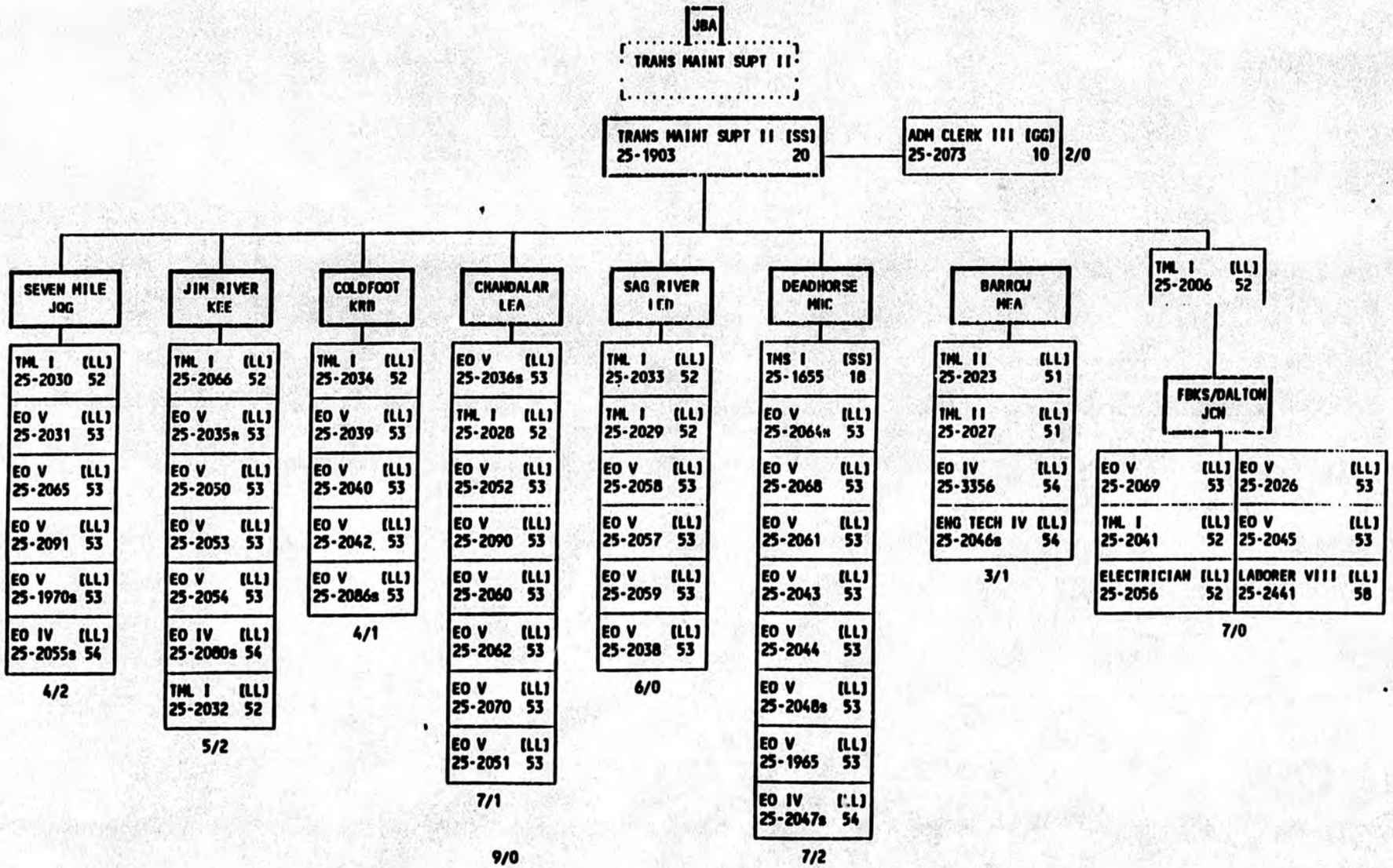
Positions
Full-time 220
Seasonal 89
Total 309

FY00 OPERATING BUDGET

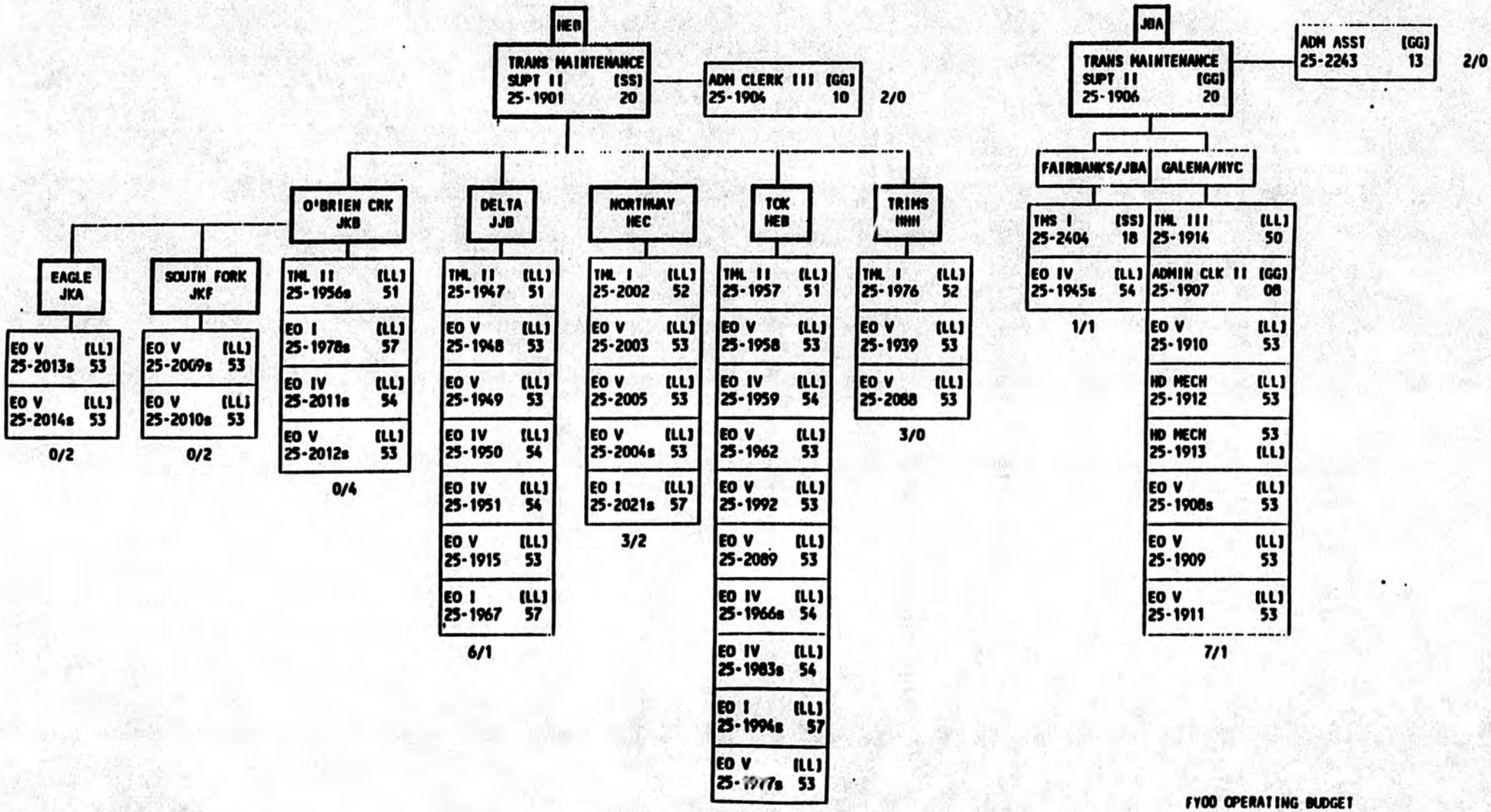
DEPARTMENT OF TRANSPO[illegible]N & PUBLIC FACILITIES
MAINTENANCE & OPERATIONS
NORTHERN HIGHWAYS & AVIATION
FAIRBANKS AREA/DENALI AREA



DEPARTMENT OF TRANSPO[illegible]JN & PUBLIC FACILITIES
MAINTENANCE & OPERATIONS
NORTHERN HIGHWAYS & AVIATION
DALTON AREA

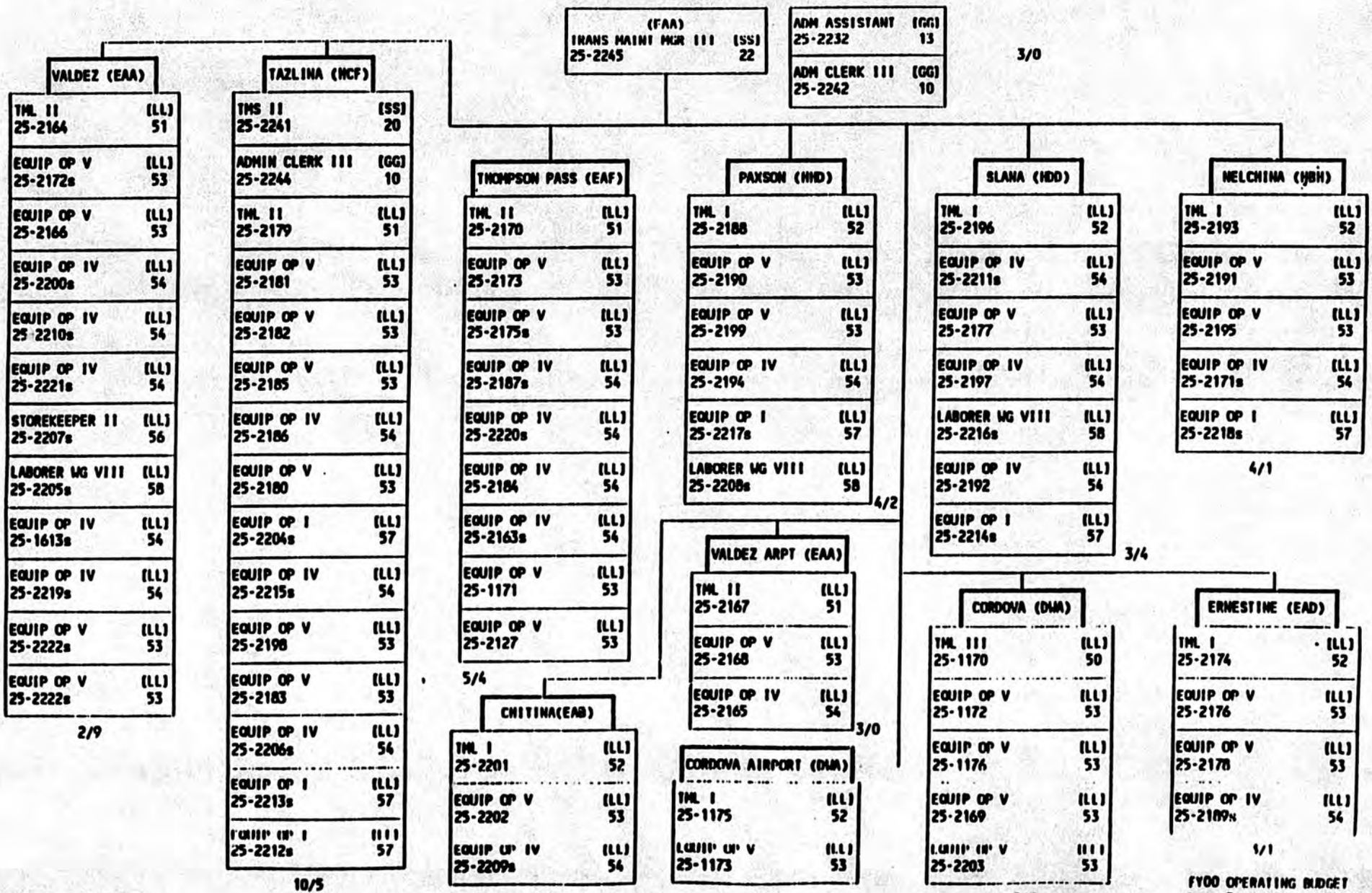


DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES
MAINTENANCE & OPERATIONS
NORTHERN HIGHWAYS & AVIATION
TOK AREA

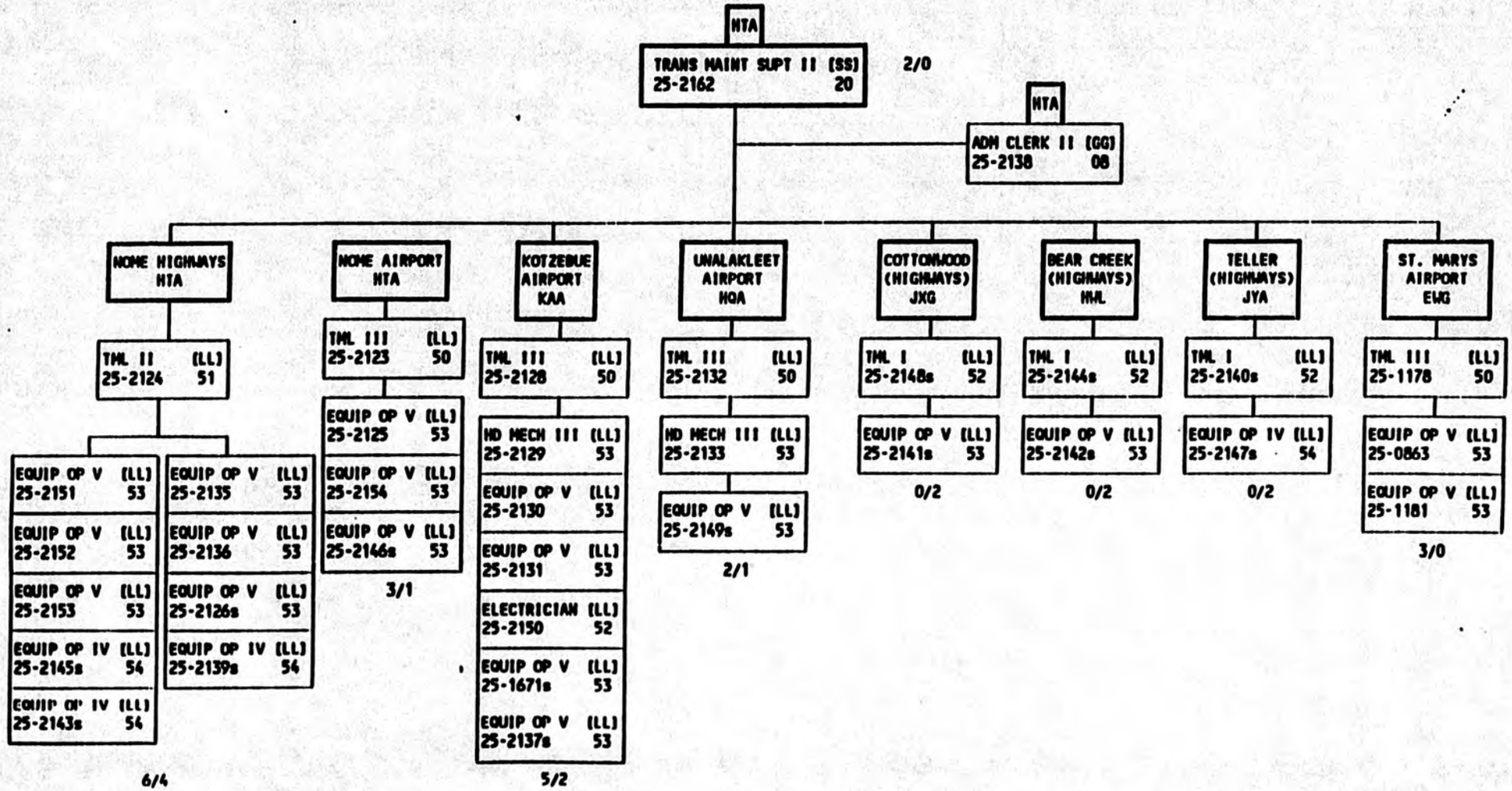


CONTRACTED AIRPORTS

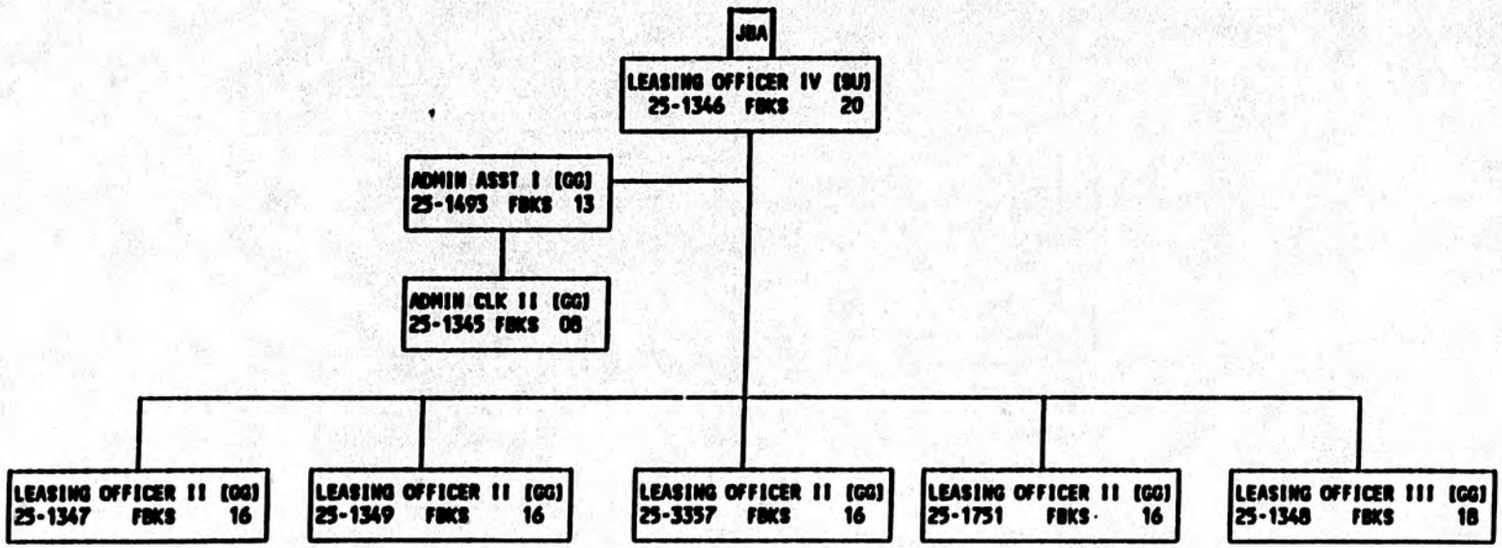
DEPARMENT OF TRANSPORTATION & PUBLIC FACILITIES
MAINTENANCE & OPERATIONS
NORTHERN HIGHWAYS & AVIATION
SOUTHCENTRAL



DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES
MAINTENANCE & OPERATIONS
NORTHERN REGION HIGHWAYS & AVIATION
WESTERN DISTRICT



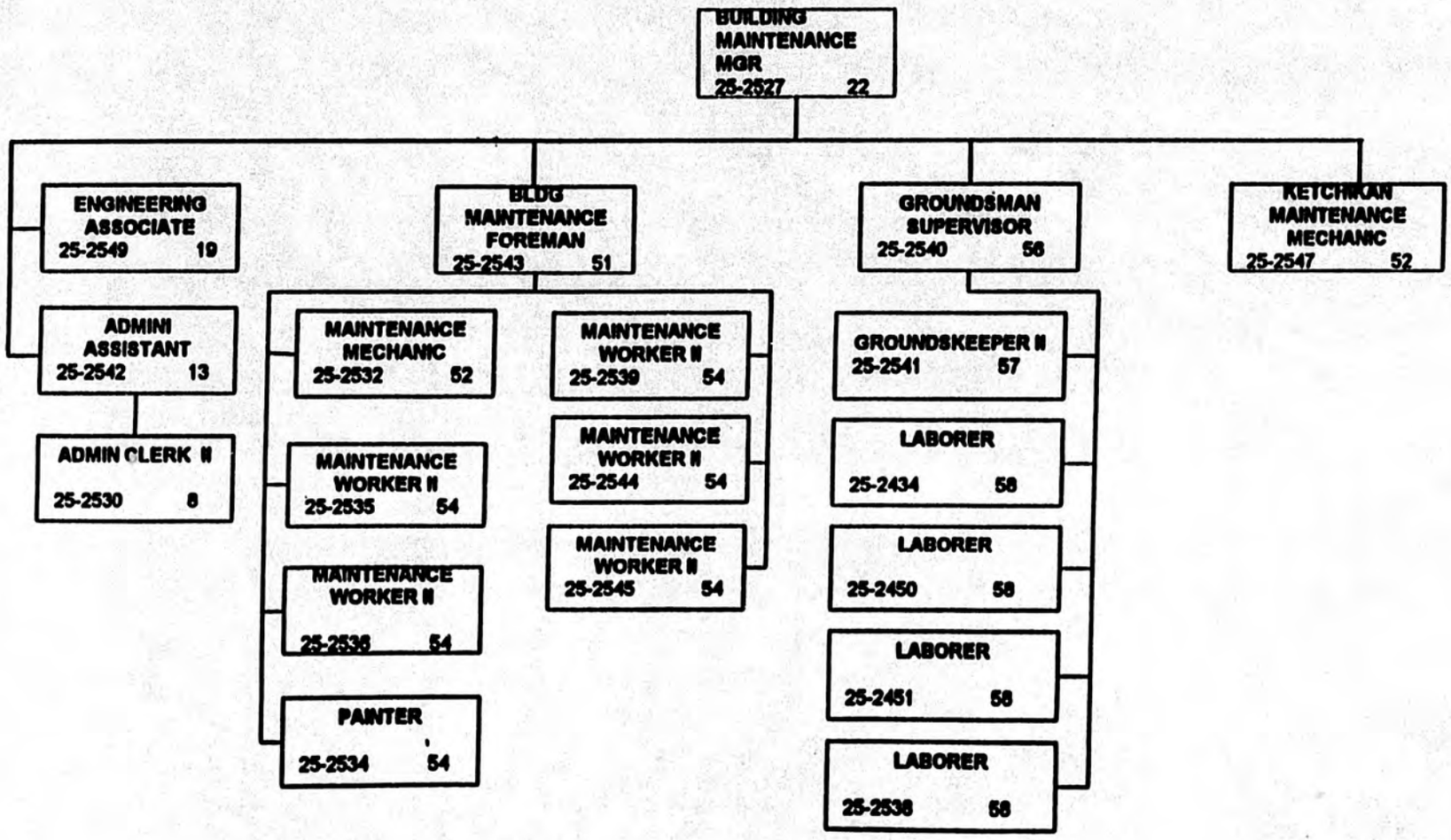
DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES
NORTHERN REGION MAINTENANCE AND OPERATIONS
NORTHERN REGION LEASING AND PROPERTY MANAGEMENT #577
FY00



Positions
Full-time 8
Total 8

FY 00 STAFFING PLAN

BRU: SE Region Maintenance & Operations
COMPONENT: Southeast Region Facilities
604



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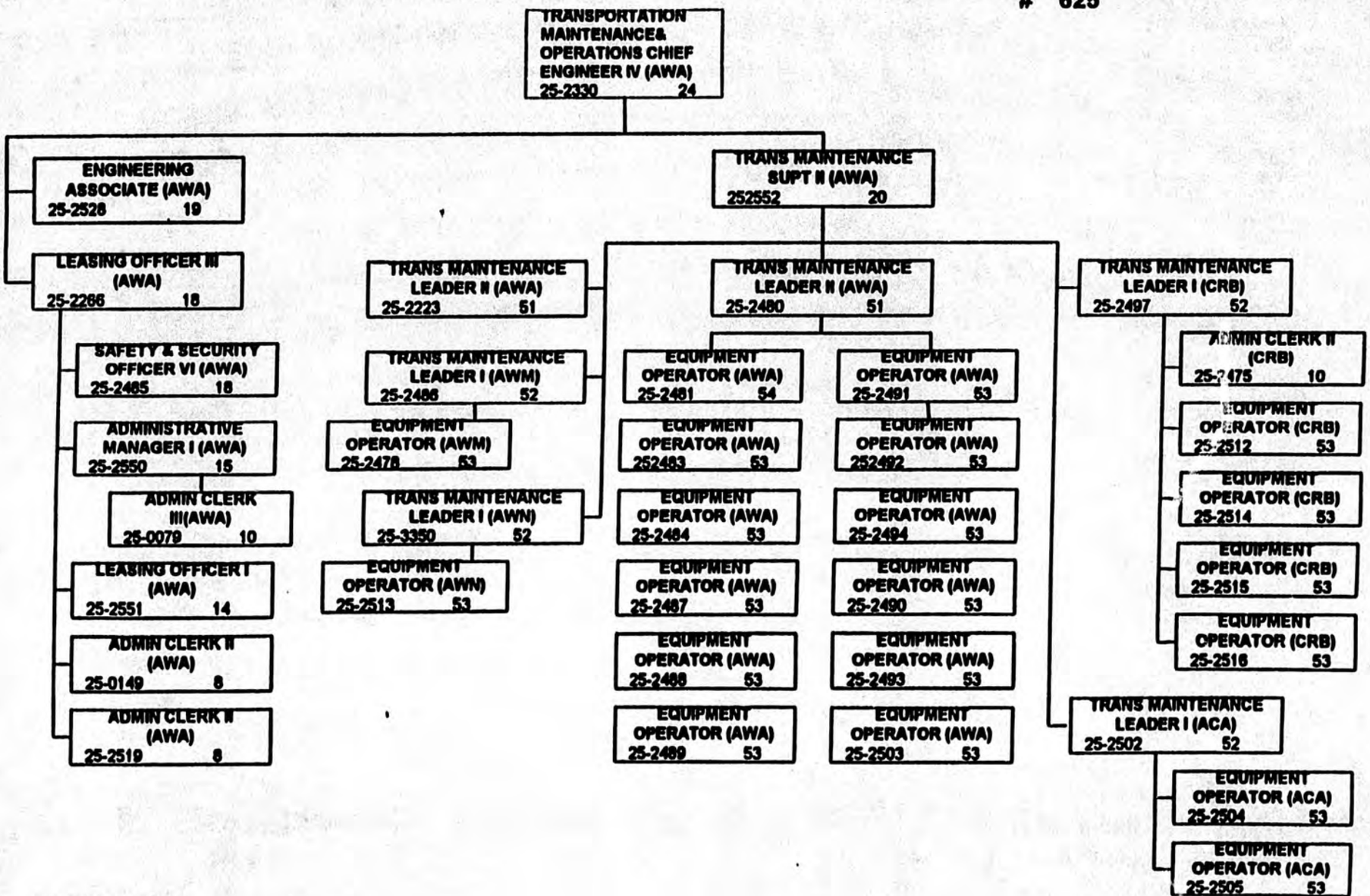
Page 1 of 1

All positions are Permanent Full-Time located in Juneau unless oth[illegible] noted:

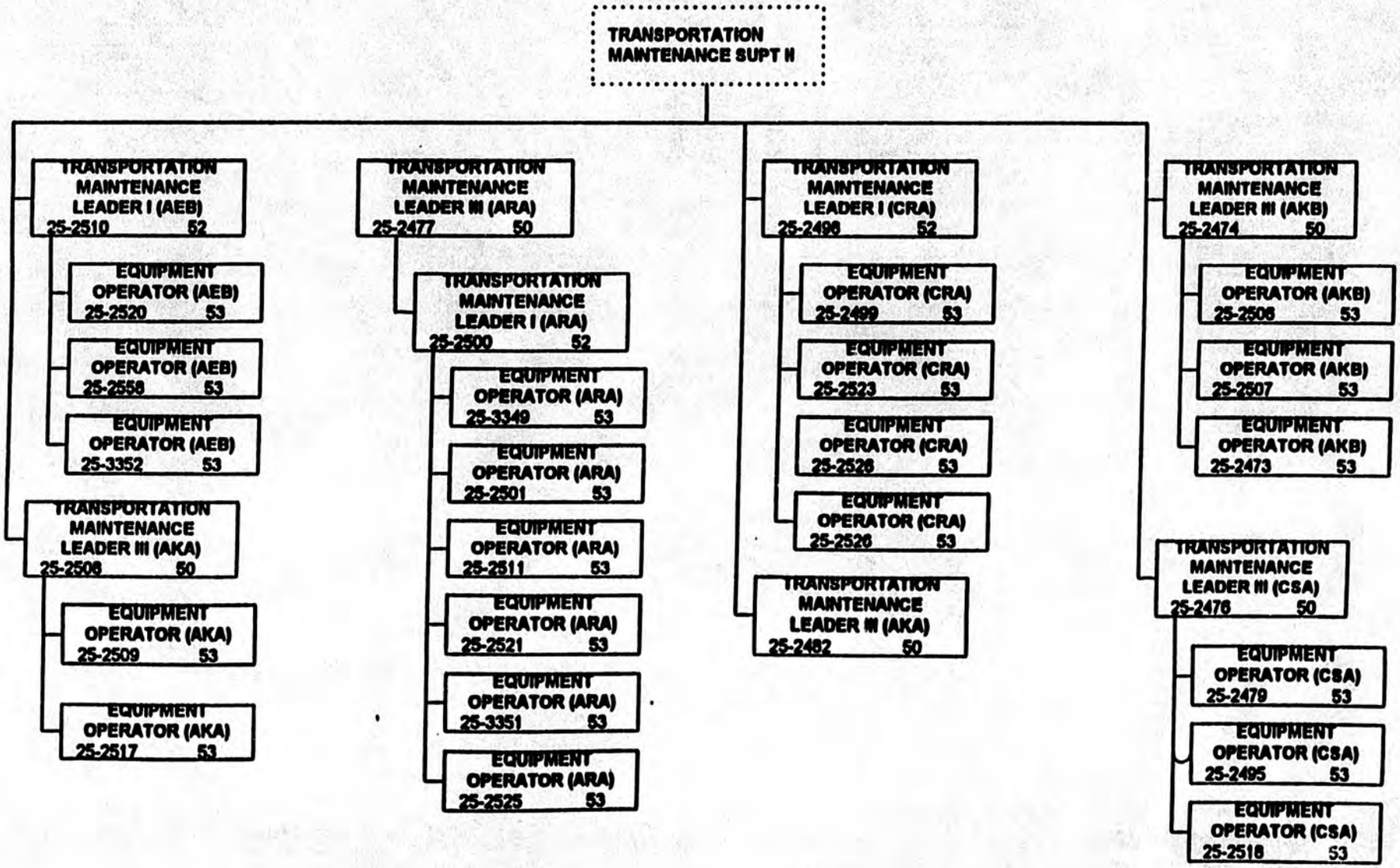
FY 00 STAFFING PLAN

BRU: Statewide Mainten. & Operations
COMPONENT: SE Highways & Aviation
625



FY 00 STAFFING PLAN

BRU: Statewide Maintenanc Operations
COMPONENT: SE Highways & Aviation
625



All positions are Permanent Full-Time located in Juneau unless otherwise noted:

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix B

Bid schedule and scope of work for road maintenance on Elmendorf AFB, Alaska

Note: Delivery Orders will be issued by 3CONS Contracting Officer

Contractor:

Solicitation #
F65501-99-R0075

Section B
Bid Schedule / Base Year
FXSB 99-2000
M/R Base Pavements - REQ

BID ITEM #	WORK ITEM	ESTIMATED QUANTITY	UNIT	UNIT PRICE	ESTIMATED DOLLAR AMOUNT
Removal for Roads and Airfields:					
0001	Remove Existing Asphalt to On-base Site	12,500	TONS		
0002	Remove Existing Asphalt to Off-base Site	2,500	TONS		
0003	Cold Plane Existing Asphalt	20,000	SY-IN		
0004	Sawcut Existing or New Asphalt	15,000	IN-LF		
0005	Remove Existing Base or Subbase	7,500	CY		
0006	Remove Unuseable Excavation	750	CY		
0007	Remove Unsuitable Soil	250	CY		
0008	Trench Excavation	500	CY		
0009	Excavation/Backfill Existing Underground Utilities	100	CY		
0010	Clearing and Grubbing	10	MSF		
New Materials for Roads and Airfields:					
0011	New Classified Backfill/Fill	1,000	TON		
0012	New Subbase	2,000	TON		
0013	New Pit Run Gravel	1,000	TON		
0014	Re-Use Existing Base as Subbase On-site	4,000	CY		
0015	New Geotextile Fabric	2,000	SY		
0016	Surface Prep Existing Subbase/Subgrade	16,500	SY		
0017	Surface Prep Existing Base Course	10,500	SY		
0018	Spray Asphalt Emulsion	2,000	SY		
Work Items Predominately for Airfields (AF):					
0019	New Airfield Base Course / Processing	12,500	TONS		
0020	New Airfield Base Course / Placement	12,500	TONS		
0021	New Airfield Base Course / < 3,000 Tons Per Call	6,250	TONS		
0022	New AF Base Course / < 10,000 Tons	5,000	TONS		
0023	New AF Base Course / > 20,000 Tons	5,000	TONS		
0024	New AF AC Pavement [AC-5] / Processing	2,000	TONS		
0025	New AF AC Pavement [AC-5] / Placement	2,000	TONS		
0026	New AF AC Pavement [AC-5] / <2,000 Tons Per C	1,000	TONS		
0027	New AF AC Pavement [AC-5] / Twy Shoulders	1,000	TONS		

Contractor:

BID ITEM #	WORK ITEM	ESTIMATED QUANTITY	UNIT	UNIT PRICE	ESTIMATED DOLLAR AMOUNT
Work Items Predominately for Airfields (AF):					
0028	New AF AC Pavement [3% SBS] / Processing	6,500	TONS		
0029	New AF AC Pavement [3% SBS] / Placement	6,500	TONS		
0030	New AF AC Pavement [3% SBS] / < 2,000 Tons P	2,200	TONS		
0031	New AF AC Pavement / Cold Joint Removal	5,000	LF		
0032	AC Crack Sealing (Routing)	75,000	LF		
0033	AC Crack Sealing (No Routing)	7,500	LBS		
0034	New JFR Seal Coat (Spray-on)	1,000	SY		
0035	New JFR Seal Coat (Trowel-on)	250	SY		
0036	Remove Existing Concrete Slabs (Isolated)	600	CY		
0037	Remove Existing Concrete Slabs (Continuous)	3,100	CY		
0038	Remove Concrete Over 12" Thick	500	CY		
0039	Remove Concrete Under 1,000 CY	500	CY		
0040	New Concrete Slabs (Isolated)	600	CY		
0041	New Concrete Slabs (Continuous)	750	CY		
0042	New Concrete Slabs Under 12" Thick	500	CY		
0043	New Concrete Slabs Under 1,000 CY	500	CY		
0044	New Dowels Into Existing Concrete	3,750	EA		
0045	Cold Plane Existing Concrete Slabs [Isolated]	1,390	SY		
0046	Cold Plane Existing Concrete / AC Overlay[Contin	12,500	SY		
0047	Repair Deteriorated Concrete Joints	2,500	SF		
0048	New 2" Concrete Overlay (Normal PCC)	1,390	SY		
0049	Concrete Spall Repairs (Isolated)	555	SF		
0050	Concrete Spall Repairs (Continuous)	975	SF		
0051	Concrete Spall Repairs (Quartz)	1,155	SF		
0052	Concrete Crack Sealing	2,175	LF		
0053	Concrete Joint Sealing	25,450	LF		
0054	Sawcut Existing or New Concrete	12,200	IN-LF		
0055	Replace Grounding / Anchor Rods	25	EA		
0056	Pavement Surface Repairs	1,235	SF		
0057	Airfield FOD Clean-up	200	HR		
0058	New Pavement Markings for Airfields	20,000	LF		

Contractor:

BID ITEM #	WORK ITEM	ESTIMATED QUANTITY	UNIT	UNIT PRICE	ESTIMATED DOLLAR AMOUNT
Work Items Predominately for Roads:					
0059	Pulverize Existing Asphalt in Place	5,000	SY		
0060	New D-1 Base Course / Processing	13,000	TONS		
0061	New D-1 Base Course / Placement	13,000	TONS		
0062	New D-1 Base Course / < 2,000 Tons Per Call	6,250	TONS		
0063	New D-1 Base Course / < 10,000 Tons	5,000	TONS		
0064	New D-1 Base Course / > 20,000 Tons	5,000	TONS		
0065	New Road Pavement [AC-5] / Processing	2,000	TONS		
0066	New Road Pavement [AC-5] / Placement	2,000	TONS		
0067	New Road Pavement [AC-5] / < 1,000 Tons Per C	1,000	TONS		
0068	New Road Pavement [3%SBS] / Processing	4,500	TONS		
0069	New Road Pavement [3%SBS] / Placement	4,500	TONS		
0070	New Road Pavement [3%SBS] / < 1,000 Tons Per	2,000	TONS		
0071	New Road Pavement / Cold Joint Removal	5,000	LF		
0072	New Asphalt Leveling Course	200	TONS		
0073	New Asphalt Transitions	200	TONS		
0074	Reclaimed Asphalt Cement for Roads	500	TONS		
0075	Remove Curbs & Gutters (Isolated)	1,000	LF		
0076	Remove Curbs & Gutters (Continuous)	5,000	LF		
0077	New Curbs & Gutters (Isolated)	1,000	LF		
0078	New Curbs & Gutters (Continuous)	5,000	LF		
0079	New Concrete Curbs & Gutters < 3,600 LF Per Ca	2,500	LF		
0080	Remove Concrete Sidewalks (Isolated)	500	SY		
0081	Remove Concrete Sidewalks (Continuous)	2,500	SY		
0082	New Concrete Sidewalks (Isolated)	500	SY		
0083	New Concrete Sidewalks (Continuous)	1,500	SY		
0084	New Concrete Sidewalks < 2,000 SY Per Call	1,250	SY		

Contractor:

BID ITEM #	WORK ITEM	ESTIMATED QUANTITY	UNIT	UNIT PRICE	ESTIMATED DOLLAR AMOUNT
Work Items Predominately for Roads:					
0085	Adjust Pavement Structures	25	EA		
0086	Replace Manhole Covers and Rings	10	EA		
0087	Repair Catch Basins	50	EA		
0088	Remove Catch Basins	5	EA		
0089	New Catch Basins	5	EA		
0090	Replace RR Crossings	45	LF		
0091	Replace Guard Rails	100	LF		
0092	New Topsoil	10	MSF		
0093	New Hydroseeding	10	MSF		
0094	New Pavement Markings for Roads	15,150	LF		
0095	AC Crack Sealing (Routing)	25,000	LF		
0096	AC Crack Sealing (No Routing)	2,500	LBS		
0097	UPM Cold Patch Repair	100	SF		
0098	Patching / Pothole Repair	1,000	SY		
0099	Minor Asphalt Repair	2,000	SY		
0100	New Bike Trails	5,000	SY		
0101	New Parking Lots (Small)	2,500	SY		
0102	New Parking Lots (Medium)	5,000	SY		
0103	New Bike/Handicap Access Ramps	25	EA		
0104	New Concrete Driveways	1,000	SY		
0105	New 4" Diameter Conduit	50	LF		
0106	New 12" Diameter Culverts	100	LF		
0107	New 24" Diameter Culverts	100	LF		
0108	New Thaw Pipe For New Culverts	100	LF		
0109	New EPS Insulation Board	1,200	BF		
0110	Asphalt Crushing	5,000	TONS		
0111	Recycled Asphalt Pavement / Placement, Etc	5,000	TONS		
0112	Flagging Operation	150	MH		
0113	Haul Reject to On-base Landfill	5,000	TONS		
0114	Hauling Material	15,000	TON-MI		
0115	Slope Reclamation Using Reject	2,500	TONS		
Asphalt Pavement Adjustment [Airfield & Roads]:					
0116	New AC Pavement [AF & Roads] / < 10,000 Tons	5,000	TONS		
0117	New AC Pavement [AF & Roads] / > 25,000 Tons	5,000	TONS		

Contractor:

BID ITEM #	WORK ITEM	ESTIMATED QUANTITY	UNIT	UNIT PRICE	ESTIMATED DOLLAR AMOUNT
Testing / Quality Control / Surveying:					
0118	Asphalt Cores	20	EA		
0119	Concrete Cores	20	EA		
0120	Construction Surveying	350	HOURS		
0121	As-Built Survey on CAD	50	HOURS		
0122	Indep Quality Control-Base Course / Subbase	50	LOTS		
0123	Indep Quality Control-AC Pavement	100	SUBLOTS		
0124	Indep Quality Control-Concrete Pavement	8	LOTS		
0125	Testing-Base Course / Subbase	50	LOTS		
0126	Testing-Asphalt Pavement	100	SUBLOTS		
0127	Testing-Concrete Pavement	8	LOTS		
0128	Bonding	1	LS		
Fuel Contaminated Soils:					
0129	Test Fuel-Contaminated Soil	20	EA		
0130	Remediate Fuel-Contaminated Soil	50	TONS		
0131	Haul Fuel-Contaminated Soil to On-Base Site	100	TONS		
Traffic Lights and Controls System:					
0132	Mast/Arm/Post Assembly	4	EA		
0133	Extension Pole for Street Light & Photocell	2	EA		
0134	Traffic Signal Head & Hardware Type I	2	EA		
0135	Traffic Signal Head & Hardware Type II	2	EA		
0136	Traffic Signal Head & Hardware Type III	2	EA		
0137	Traffic Signal Head & Hardware Type IV	2	EA		
0138	Pedestrian Signals, Push Buttons & Signs	4	EA SYS		
0139	Traffic Signal Controller sys.Intersection Style I	1	EA SYS		
0140	Traffic Signal Controller sys.Intersection Style II	1	EA SYS		
0141	Traffic Signal Controller sys.Intersection StyleIII	1	EA SYS		
0142	Traffic Sensor Loop System	4	EA SYS		
0143	Secondary Power Service	1	LS		
0144	Directional Traffic Signs	20	EA		

Contractor:

BID ITEM #	WORK ITEM	ESTIMATED QUANTITY	UNIT	UNIT PRICE	ESTIMATED DOLLAR AMOUNT
Light Bases, Light Poles, Heater Outlets:					
0145	Remove Exist Concrete Light Bases for Airfield Sh	5	EA		
0146	New Concrete Light Bases for Airfield Shoulders	5	EA		
0147	Raise/Lower Concrete Light Bases for Airfield Sho	10	EA		
0148	Relocate Concrete Light Bases for Airfield Shoulde	1	GROUP		
0149	New Parking Lot Light Poles	3	EA		
0150	Replace Head Bolt Heater Outlet Posts	16	EA		
Borrow Pit Materials For Purchase:					
0151	D-1 Base Course for BCE	2,000	TONS		
0152	Hot Mix Asphalt [AC-5] for BCE	1,000	TONS		

Estimated Total for Base Year Bid Items 0001 thru 0152:	

FXSB 99-2000

M/R BASE PAVEMENTS - REQ

SECTION 1020

Scope of Work

1. Project Scope:

1.1 The contractor shall provide all materials, equipment, tools, labor, etc., required to perform the work items included in the Bid Schedule to maintain and repair existing pavements and to construct new pavements on Elmendorf AFB, AK. The pavement areas are: all base roads, parking lots, driveways, bike paths, golf cart paths, and the like, and all base airfield pavements, which includes all taxiways, runways, aprons, airfield roads, and hangar floors. The pavement work items include, but not limited to: asphalt & concrete paving, crack sealing, joint sealing, spall repairs, pothole repair, replace curbs & gutters, replace concrete sidewalks, pavement markings, base course & subbase work, & others.

1.1 Definitions of the Bid Items for the Base Year:

[Definition Numbers match Bid Line Item Numbers]
[0001 is the same as 1] & [1001 is the same as 1]

Work Items For Roads & the Airfield:

Excavation and Removal:

Line Item #1.

Remove Existing Asphalt Pavement [On-Base]

Scope of Work:

Payment shall be full compensation for the wheelcutting and removing of the existing asphalt pavement, and the loading, scaling, and hauling of the asphalt rubble to an on-base site [Area 13]. Tonnage will allow for approximately 1" of base course.

Unit of Measurement:

TONS of removed asphalt pavement.

Line Item #2.

Remove Existing Asphalt Pavement [Off-Base]

Scope of Work:

Payment shall be full compensation for the wheelcutting and removing of the existing asphalt pavement, and the loading, scaling, and hauling of the asphalt rubble to an off-base site. Tonnage will allow for approximately 1" of base course.

Unit of Measurement:

TONS of removed asphalt pavement.

Line Item #3

Cold Plane Existing Asphalt

Scope of Work:

Payment shall be full compensation for cold planing of the existing asphalt pavement, and hauling the cuttings to an on-base site [Area 13] or an off-base site at the contractor's option. Cold planing will vary from 3/4" to 1-1/2" per pass.

Unit of Measurement:

SY-INCH, per SY at one inch of asphalt thickness.

Perform IAW:

Section 2540.

Line Item #4

Sawcut New/Existing Asphalt Pavement

Scope of Work:

Payment shall be full compensation for full depth sawcutting of the existing or new asphalt pavement, which has not been previously identified in other line items. This line item is to provide sawcutting 2" to 4" deep by approximately 1/8" to 1/4" wide per pass in asphalt pavement. Work includes clean-up and disposal of debris to an approved off-base disposal site.

Unit of Measurement:

INCH-LF, per 1 inch of asphalt depth at 1 linear foot of length.

Line Item #5

Remove Existing Base or Subbase

Scope of Work:

Payment shall be full compensation for excavating the existing base or subbase material, hauling t base course or subbase material to the on-base gravel stockpile [Area #13], and stockpiling the material neatly in 20' high piles in areas approved by the project engineer. This material is typically non-frost susceptible and may be re-used on delivery calls without further processing.

Unit of Measurement:

CY of removed base/subbase.

Line Item #6

Remove Unuseable Excavation

Scope of Work:

Payment shall be full compensation for excavating of the excessunuseable excavated soil, for leveling and compacting of the excavated area, and for hauling to an on-base site, either [Area 9] or within 3 mile radius of excavated area. Typically involves gravelly/sandy soils.

Unit of Measurement:

CY of unuseable excavated soil.

Line Item #7

Remove Unsuitable Soil

Scope of Work:

Payment shall be full compensation for excavating of the unsuitable soil, for leveling and compacting of the excavated area, for hauling to the on-base reclamation site [Area #11] and placing for reclamation. Typically involvessilty soils and organics.

Unit of Measurement:

CY of unsuitable soil.

Line Item #8.

Trench Excavation

Scope of Work:

Payment shall be full compensation for trench excavating, the leveling and compacting of the excavated area, and the backfilling of the trench with the removed soils. Maximum depth of 5' will be used for a 12" to 24" wide trench. New conduit and new culvert are separate line items.

Unit of Measurement:

CY of trench excavation.

Line Item #9.

Excavation/Backfill Due to Existing Underground Utilities

Scope of Work:

Payment shall be full compensation for the careful excavating [by hand or small size equipment when allowed] of soil due to the presence of existing underground utilities. Also includes careful excavation in confined areas that are close proximity to a building or other structure. Includes leveling and compacting the excavated area, and transporting the excavated material to the on-base reclamation sites [Area #11] and placing for reclamation. Material is typically frost susceptible & consists of sandy gravels mixed with silts & clays. Providing new subbase material as backfill is a separate line item.

Unit of Measurement:

CY of Utility Excavation/Backfill.

Perform IAW: Wing Instruction 32-1007.

Line Item #10.

Clearing and Grubbing

Scope of Work:

Payment shall be full compensation for the clearing & grubbing, & hauling of the material to the on-base reclamation site [Area #11] and placing for reclamation. Place in 2' lifts and level with a bulldozer. Material typically consists of trees, brush, grass, peat, organics, topsoil, roots, bushes, downed timber and the like. Depth of removal varies from 12" to 24".

Unit of Measurement:

MSF (thousand square feet) of clearing & grubbing.

Borrow Pit Materials:

Line Item #11.

New Classified Backfill/Fill

Scope of Work:

Payment shall be full compensation for the mining, screening, hauling, placing, leveling, grading, & compacting the classified backfill. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of new classified material.

Perform IAW: Section 2225.

Line Item #12.

New Subbase

Scope of Work:

Payment shall be full compensation for completed subbase which includes: mining, crushing, screening, hauling, placing, leveling, grading, & compacting the subbase. Includes providing new subbase for gravel shoulders. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of new subbase.

Perform IAW: Section 2225.

Line Item #13.

New Pit Run Gravel

Scope of Work:

Payment shall be full compensation for the mining, hauling, placing, leveling, grading, & compacting of the pit run gravel. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of new pit run gravel.

Perform IAW: Section 2225.

Site Work:

Line Item #14.

Re-Use Existing Base/Subbase as Subbase Material On-Site

Scope of Work:

Payment shall be full compensation for the excavation, hauling, placement, and compaction of the existing base/subbase as subbase material at another location at the same job site. Further processing of this material is not required. Meet same compaction requirements as new subbase. Removal & movement of the existing base on-site for subbase use is included under this line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

CY of re-used base/subbase.

Perform IAW: Section 2225.

Line Item #15.

New Geotextile Fabric

Scope of Work:

Payment shall be full compensation for providing new geotextile fabric. Provide Amoco 2002 or approved equal. Install per manufacturer's recommendations. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SY of new geotextile material.

Perform IAW:

AK DOT Specifications sections 630 and 729 for Geotextile for Embankment Separation.

Line Item #16.

Surface Preparation of Existing Subbase/Subgrade

Scope of Work:

Payment shall be full compensation for surface preparation of the existing subbase material or subgrade that remains in place, which includes the grading and compacting of the existing subbase or subgrade. Includes the surface preparation of existing gravel or dirt shoulders and drainage ditches. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

SY of surface preparation of existing subbase or subgrade.

Perform IAW: Sections 2225 and 2230.

Line Item #17.

Surface Preparation of Existing Base Course

Scope of Work:

Payment shall be full compensation for surface preparation of the existing base course that remains in place after the removal of the existing asphalt, which includes the grading and compacting of the existing base course, and when required, the placing of the prime coat to meet road or airfield criteria. The placement of the new asphalt or concrete pavement is a separate line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

SY of surface preparation of existing base course.

Perform IAW:

Section 2230 and 2235.

Line Item #18.

Spray Asphalt Emulsion on Gravel Shoulders

Scope of Work:

Payment shall be full compensation for spraying asphalt emulsion on new or existing gravel shoulders. Work includes: spray-on of CSS-1 asphalt emulsion using 2 coats @ 0.10 gallons per SY per coat. The grading and compacting of the shoulders is a separate line item. Used for airfield shoulders at 10' to 25' widths and roadway shoulders at 5' to 10' widths. Includes contractor's quality control, surveying, and applicable testing.

Unit of Measurement:

SY of new asphalt emulsion sprayed-on in place.

Work Items Predominately for the Airfield:

New Airfield Base Course:

Line Item #19.

New Airfield Base Course [Mining/Processing Aggregate/ Etc.]

Scope of Work:

Payment shall be full compensation for the mining and processing of the aggregate for the new base course, which includes: the mobilization/demobilization of the crushing/screening plant; and the mining, the crushing, the screening, and the stockpiling of the aggregates. Includes contractor's quality control and crusher control testing. This line item is used with the "New Airfield Base Course [Placement]" line item. The independent quality control is a separate line item.

Unit of Measurement:

TONS of approved processed aggregate for New Airfield Base Course as measured in the stockpiles.

Perform IAW: Section 2230 and Section 1020-1.2&1.3.

Line Item #20.

New Airfield Base Course [Placement/Compaction/Etc.]

Scope of Work:

Payment shall be full compensation for the new base course which includes: the mixing, scaling, hauling, placing, leveling, grading, and compacting of the new base course and placing the prime coat (as needed) on the base course to meet airfield criteria. This line item is used with the "New Airfield Base Course [Processing]" line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of New Airfield Base Course as measured in place for airfield use.

Perform IAW: Section 2230 and Section 1020-1.2&1.3.

Line Item #21.

New Airfield Base Course / Less than 3,000 Tons on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call when the actual quantities of new base course placed are less than 3,000 tons. Includes isolated work areas such as the hardstands and access ramps. This cost adjustment is applied to the unit price of the "New Airfield Base Course [Placement]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Airfield Base Course [Placement].

Perform IAW: Section 2230 and Section 1020-1.4.

Line Item #22.

New Airfield Base Course / Less Than 10,000 Tons on All Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change when the sum total of actual quantities of new base course placed on all delivery calls for each contract year is less than 10,000 tons. This cost adjustment is applied to the unit price of the "New Airfield Base Course [Processing]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Airfield Base Course [Processing].

Perform IAW: Section 2230 and Section 1020-1.4.

Line Item #23.

New Airfield Base Course / Over 20,000 Tons on All Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for the sum total of actual quantities of new base course placed on all delivery calls for each contract year over 20,000 tons. This cost adjustment is applied to the unit price of the "New Airfield Base Course [Processing]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Airfield Base Course [Processing].

Perform IAW: Section 2230 and Section 1020-1.4.

New Airfield Asphalt Pavement [AC-5]:

Line Item #24.

New Asphalt Pavement [AC-5] -Airfield [Mining/Processing Aggregate/Etc.]

Scope of Work:

Payment shall be full compensation for the mining and processing of the aggregate for the new AC-5 asphalt pavement, which includes: the mobilization/demobilization of the crushing/screening plant & the asphalt plant; & the mining, the crushing, the screening, & stockpiling of the aggregates. Includes contractor's quality control and crusher control testing. This line item is used with the "New Asphalt Pavement [AC-5] Airfield [Placement]" line item. The independent quality control is separate line item.

Unit of Measurement:

TONS of approved processed aggregate for New Asphalt Pavement [AC-5] - Airfield as measured in the stockpiles for use on the airfield.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #25.

New Asphalt Pavement [AC-5] -Airfield [Placement/Compaction/Etc.]

Scope of Work:

Payment shall be full compensation for the new AC-5 asphalt pavement, which includes: tack coat application, the mixing, scaling, hauling, placing, and compacting of the new AC-5 asphalt pavement to meet airfield criteria. This line item is used with the "New Asphalt Pavement [AC-5] Airfield [Processing]" line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of New Asphalt Pavement [AC-5] - Airfield as measured in place on the airfield.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #26.

New Asphalt Pavement [AC-5] - Airfield / Less than 2,000 Tons on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery order when the actual quantities of new AC-5 asphalt pavement placed are less than 2,000 tons. Includes isolated work areas such as the hardstands and access ramps. This cost adjustment is applied to the unit price of the "New Asphalt Pavement [AC-5] Airfield [Placement]" line item. Does not pertain to any line items which pay by the SY.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Asphalt Pavement [AC-5] Airfield [Placement].

Perform IAW: Section 2550 and Section 1020-1.5.

Line Item #27.

New Asphalt Pavement [AC-5] - Airfield / Runway or Taxiway Shoulders

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for providing new 2" or 3" asphalt pavement (AC-5) for runway or taxiway shoulders, which contain edge lights at 50' on centers. This cost adjustment is applied to the unit price of the "New Asphalt Pavement [AC-5] Airfield [Placement]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Asphalt Pavement [AC-5] Airfield [Placement].

Perform IAW: Section 2550.

New Airfield Asphalt Pavement [3% SBS]:

Line Item #28.

New Asphalt Pavement [3% SBS] -Airfield [Mining/Processing Aggregate/Etc.]

Scope of Work:

Payment shall be full compensation for the mining and processing of the aggregate for the new 3% SBS asphalt pavement for airfield use, which includes: the mobilization/demobilization of the crushing/screening plant & the asphalt plant; & the mining, the crushing, the screening, and stockpiling of the aggregates. Includes contractor's quality control and crusher control testing. This line item is used with the "New Asphalt Pavement [3% SBS] Airfield [Placement]" line item. The independent quality control is a separate line item.

Unit of Measurement:

TONS of approved processed aggregate for New Asphalt Pavement [3% SBS] - Airfield as measured in the stockpiles.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #29.

New Asphalt Pavement [3% SBS] - Airfield [Placement/Compaction/Etc.]

Scope of Work:

Payment shall be full compensation for the new 3% SBS asphalt pavement, which includes:, tack coat application, the mixing, scaling, hauling, placing, and compacting of the new 3% SBS asphalt pavement to meet airfield criteria. Use SBS rubber modifier at the dosage rate of 3% of the asphalt cement. This line item is used with the "New Asphalt Pavement [3% SBS] Airfield [Processing]" line item. The independent quality control, surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of New Asphalt Pavement [3% SBS] - Airfield as measured in place on the airfield.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #30.

New Asphalt Pavement [3% SBS] - Airfield / Less than 2,000 Tons on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery order when the actual quantities of new 3% SBS asphalt pavement placed are less than 2,000 tons. Includes isolated work areas such as the hardstands and access ramps. This cost adjustment is applied to the unit price of the "New Asphalt Pavement [3% SBS] Airfield [Placement]" line item. Does not pertain to any line items which pay by the SY.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Asphalt Pavement [3% SBS] Airfield [Placement].

Perform IAW: Section 2550 and Section 1020-1.5.

Go To Line Item # 116 For New Asphalt Pavement / < 10,000 Tons on All Delivery Calls

Go To Line Item # 117 For New Asphalt Pavement / > 25,000 Tons on All Delivery Calls

Line Item #31.

New Asphalt Pavement - Airfield / Cold Joint Removal

Scope of Work:

Payment shall be full compensation for wheelcutting, and removing the cold asphalt joints from the newly placed airfield asphalt pavement, which includes sweeping up the debris, and hauling the removed joint material to the on-base site [Area 12] or an off-base site at the contractors option. Pertains to AC-5 and 3% SBS asphalt pavement. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LF of cold joint removed from airfield asphalt pavement.

Perform IAW: Section 2550.

Repair Airfield Pavements:

Line Item #32.

Asphalt Crack Sealing [Routing]

Scope of Work:

Payment shall be full compensation for routing, cleaning, and sealing cracks in asphalt pavement on the airfield, which includes sweeping and vacuuming up the debris from routing and transporting the debris to the off-base disposal site. "Airfield FOD Clean-up" line item does not apply. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LF of asphalt crack sealing.

Perform IAW: Section 2530.

Line Item #33.

Asphalt Crack Sealing [No routing]

Scope of Work:

Payment shall be full compensation for cleaning, and sealing cracks in asphalt pavement on the airfield, which includes sweeping and vacuuming up the debris, and transporting the debris to the off-base disposal site. "Airfield FOD Clean-up" line item does not apply. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LBS of asphalt crack sealant placed.

Perform IAW: Section 2530.

Line Item #34.

New JFR Seal Coat [Spray-on]

Scope of Work:

Payment shall be full compensation for surface preparation of existing asphalt, and placing new JFR seal coat (spray-on). Includes contractor's quality control and applicable testing.

Unit of Measurement:

SY of JFR seal coat placed.

Perform IAW: Section 2567.

Line Item #35.

New JFR Seal Coat [Trowel-on]

Scope of Work:

Payment shall be full compensation for surface preparation of existing asphalt, and placing the new JFR seal coat either by trowel-on or by squeegee-on. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SY of JFR seal coat placed.

Perform IAW:

Section 2567.

New Airfield Concrete Pavement:

Line Item #36.

Remove Existing Concrete Slabs [Isolated]

Scope of Work:

Payment shall be full compensation for demolishing and excavating of existing concrete slabs with reinforcement and hauling the concrete rubble to the on-base site [Area #9] or an off-base site at the contractor's option. Concrete slab thickness varies from 8" to 12". Typically involves the removal of less than 10 slabs [20'x20' to 25'x25'] surrounded by slabs that remain in place. Includes contractor's quality control.

Unit of Measurement:

CY of removed concrete slabs as measured in place.

Perform IAW: Section 2515.

Line Item #37.

Remove Existing Concrete Slabs [Continuous]

Scope of Work:

Payment shall be full compensation for demolishing and excavating of existing concrete slabs with reinforcement and hauling the concrete rubble to the on-base site [Area #9] or an off-base site at the contractor's option. Concrete slab thickness varies from 8" to 12". Typically involves the removal of more 10 or more slabs [20'x20' to 25'x25'] adjacent to each other or in a row. Includes contractor's quality control.

Unit of Measurement:

CY of removed concrete slabs as measured in place.

Perform IAW: Section 2515.

Line Item #38.

Remove Existing Concrete / Over 12" Thick on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call when removing the existing concrete slabs are over 12" thick up to 16" thick. This line item is used with either the "Remove Existing Concrete Slabs [Isolated] or [Continuous]" line items. This cost adjustment is applied to the unit price of either the "Remove Existing Concrete Slabs [Isolated] or [Continuous]" line item, whichever is on the delivery call.

Unit of Measurement:

Unit price increase, decrease, or no change per CY of removed concrete.

Line Item #39.

Remove Existing Concrete / Less than 1,000 CY on Individual Delivery Calls:

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call when removing the existing concrete slabs are less than 1,000 CY. This line item is used with the "Remove Existing Concrete Slabs [Continuous]" line item. This cost adjustment is applied to the unit price of the "Remove Existing Concrete Slabs [Continuous]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per CY of removed concrete.

Line Item #40.

New Concrete Slabs [Isolated]

Scope of Work:

Payment shall be full compensation for: the hauling, placing, finishing, & curing of the new concrete slabs; and placing of new welded wire fabric & new dowels. Concrete slab thickness varies from 12" to 16". Typically involves the placement of less than 10 new slabs [20'x20' to 25'x25'] surrounded by existing slabs that remain in place. The surface preparation of the base course, sawcutting new joints, placing new joint sealant, independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

CY of new concrete slabs as measured in place with concrete tickets.

Perform IAW: Section 2515.

Line Item #41.

New Concrete Slabs [Continuous]

Scope of Work:

Payment shall be full compensation for: the hauling, placing, finishing, & curing of the new concrete slabs; and placing of new welded wire fabric & new dowels. Concrete slab thickness varies from 12" to 16". Typically involves the placement of 10 or more new slabs [20'x20' to 25'x25'] adjacent to each other or in a row. The surface preparation of the base course, sawcutting new joints, placing new joint sealant, indep. quality control, field surveying, & field/lab testing are separate line items.

Unit of Measurement:

CY of new concrete slabs as measured in place with concrete tickets.

Perform IAW: Section 2515.

Line Item #42.

New Concrete Slabs / Less than 12" Thick on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call when new concrete slabs are less than 12" thick, with a minimum thickness of 8". This line item is used with either the "New Concrete Slabs [Isolated]" or "New Concrete Slabs [Continuous]" line items. This cost adjustment is applied to the unit price of either the "New Concrete Slabs [Isolated]" or "New Concrete Slabs [Continuous]" line item, whichever is on the delivery call.

Unit of Measurement:

Unit price increase, decrease, or no change per CY of new concrete.

Perform IAW: Section 2515.

Line Item #43.

New Concrete Slabs / Less than 1,000 CY on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call when the actual quantities of new concrete placed are less than 1,000 CYS. This line item is used with either the "New Concrete Slabs [Isolated]" or "New Concrete Slabs [Continuous]" line items. This cost adjustment is applied to the unit price of either the "New Concrete Slabs [Isolated]" or "New Concrete Slabs [Continuous]" line item, whichever is on the delivery call.

Unit of Measurement:
Unit price increase, decrease, or no change per CY of New Concrete.
Perform IAW: Section 2515.

Line Item #44.

New Dowels into Existing Concrete

Scope of Work:
Payment shall be full compensation for providing new dowels, drilling new holes into the existing concrete, epoxying the new dowels into the existing concrete, painting and oiling the exposed ends, & all necessary dust control. Provide new 3/4" diameter by 20" length dowels spaced at 12" o.c. Includes contractor's quality control and applicable testing.
Unit of Measurement:
EA of new steel dowels as measured in place.
Perform IAW: Section 2515 and the drawings.

Repair Airfield Concrete Pavements:

Line Item #45.

Cold Plane Existing Concrete Slabs [Isolated]

Scope of Work:
Payment shall be full compensation for 2" cold planing of existing concrete slabs, necessary chip hammering at the edges & corners of the slabs, and transporting the cuttings to the on-base site [Area 12]. Slabs to be cold planed are not continuous, but rather are isolated slabs from 20'x 20' (majority) to 25'x 25' in size. Includes contractor's quality control.
Unit of Measurement:
SY of cold planed 2" concrete slabs.
Perform IAW: Section 2540.

Line Item #46.

Cold Plane Existing Concrete/Asphalt Overlay [Continuous]

Scope of Work:
Payment shall be full compensation for 2" cold planing of existing concrete slabs with an asphalt overlay, and transporting the cuttings to the on-base site [Area 12] in separate stockpiles. Slabs to be cold planed are continuous. Existing asphalt overlay varies from 1/2" to 1-1/2" thick. Includes contractor's quality control.
Unit of Measurement:
SY of cold planed 2" concrete/asphalt overlay.
Perform IAW: Section 2540.

Line Item #47.

Repair Deteriorated Concrete Joints

Scope of Work:

Payment shall be full compensation for surface preparation of the cold planed concrete surface at deteriorated joints, placing new tack coat, and placing new asphalt pavement at the joints as a leveling course for an average depth of 1". Remove loose concrete aggregate with power driven sweeper and dispose of in the approved off-base disposal site. Includes contractor's quality control.

Unit of Measurement:

SF of deteriorated concrete joints.

Line Item #48.

New 2" Concrete Overlays [Normal]

Scope of Work:

Payment shall be full compensation for surface preparation of the cold planed concrete surface, placing the bonding grout; placing, curing, and finishing work of the new 2" concrete overlay. The overlay slabs vary from 20'x 20' to 25'x25', but are typically 20'x20'. Provide normal type I concrete. Sawcutting new joints, placing new joint sealant, independent quality control, field surveying, & field/lab testing are separate line items.

Unit of Measurement:

SY of concrete in place for concrete slab overlay.

Perform IAW: Section 2515.

Line Item #49.

Concrete Spall Repairs [Isolated]

Scope of Work:

Payment shall be full compensation for sawcutting and removing the existing concrete to an average depth of 2", surface preparation, placing the bonding grout, and placing the new concrete. Sawcutting the spall and placing the new joint sealant are separate line items. The concrete mix is for normal type I concrete or high early strength hydraulic cement. Typically, 1 LF to 10 LF in length by 12" wide, spread out in various locations. Dispose of removed material in an approved off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SF of concrete spall repairs.

Perform IAW: Section 2575 or 2576.

Line Item #50.

Concrete Spall Repairs [Continuous]

Scope of Work:

Payment shall be full compensation for sawcutting and removing the existing concrete to an average depth of 2", surface preparation, placing the bonding grout, and placing the new concrete. Sawcutting the spall and placing the new joint sealant are separate line items. The concrete mix is for normal type I concrete or high early strength hydraulic cement. Typically, 10 LF to 25 LF in length by 12" wide, spread out in various locations. Dispose of removed material in an approved off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SF of concrete spall repairs.

Perform IAW: Section 2575 or 2576.

Line Item #51.

Concrete Spall Repairs [Quartz]

Scope of Work:

Payment shall be full compensation for 1/2" to 1" sawcutting along the edges, removing the existing concrete to an average depth of 1", surface preparation, placing the primer, and placing the new high early strength quartz. Sawcutting the spall and placing the new joint sealant are separate line items. Typically, 1 LF to 5 LF in length by 4" to 6" wide, spread out in various locations. Dispose of removed material in approved off-base disposal site. Includes CQC & applicable testing.

Unit of Measurement:

SF of concrete spall repairs.

Perform IAW: Section 2100 and 2575.

Line Item #52.

Concrete Crack Sealing

Scope of Work:

Payment shall be full compensation for the removal of the existing sealant, routing, cleaning, and sealing cracks in concrete pavement on the airfield, which includes sweeping and vacuuming up the debris from routing, and hauling the debris to an approved off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LF of concrete crack sealing.

Perform IAW: Section 2572.

Line Item #53.

Concrete Joint Sealing:

Scope of Work:

Payment shall be full compensation for the removal of the existing joint sealant, cleaning of the joint, and placing the new joint sealant on existing and new concrete slabs on the airfield, which includes sweeping and vacuuming up the debris, and hauling the debris to an approved off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LF of concrete joint sealant.

Perform IAW: Section 2572.

Line Item #54.

Sawcut Existing/New Concrete

Scope of Work:

Payment shall be full compensation for the partial depth (joints) and full depth (removal) sawcutting of the existing or new concrete, which has not been previously identified as part of a line item. Work includes clean-up and high pressure watering to remove slurry from airfield areas. Width of sawcut varies. Includes contractor's quality control and applicable testing.

Unit of Measurement:

INCH-LF, per one inch of concrete thickness at a length of one linear foot.

Perform IAW: Section 2515.

Line Item #55.

Replace Grounding/Anchor Rods

Scope of Work:

Payment shall be full compensation for replacing grounding/anchor rods, which includes: remove existing grounding/anchor rods, coring thru the concrete, augering thru the subbase, placing the new grounding/anchor rod, and capping off the top with high strength concrete. Existing grounding/anchor rods are anticipated to be present in concrete areas to be cold planed. Dispose of removed material in an approved off-base disposal site. Includes contractor's quality control, surveying, & applicable testing.

Unit of Measurement:

EA of grounding/anchor rods.

Perform IAW: Section 2515 and drawings.

Line Item #56.

Pavement Surface Repairs

Scope of Work:

Payment shall be full compensation for performing concrete surface repairs, which includes surface preparation and primer application. Apply in 1/4" to 1/2" thin lift repairs. Typically, the area is 1 SF to 5 SF, spread out in various locations. Includes all associated contractors quality control and testing.

Unit of Measurement:

SF of pavement surface repairs.

Perform IAW: Section 2100.

Line Item #57.

Airfield FOD Clean-up

Scope of Work:

Payment shall be full compensation for performing primarily airfield FOD clean-up using a sweeper/vacuum truck and water truck. May require handwork to remove some of the FOD. May include road clean-up in some areas. Partial or no payment will be made when the clean-up is not done properly by the contractor and government resources are required to provide FOD clean-up. "AC Crack Sealing" does not apply. FOD is defined as gravels, sands, dust, mud, and other debris that damages aircraft.

Unit of Measurement:

Per HR of FOD Clean-up.

Perform IAW: Section 1020-7.

Line Item #58.

New Pavement Markings for Airfields

Scope of Work:

Payment shall be full compensation for all paint striping on the airfield, which includes surface preparation prior to painting. Includes contractor's quality control, surveying, & applicable testing.

Unit of Measurement:

LF of 12" wide paint striping.

Perform IAW: Section 2590.

Work Items Predominately for Roads & Parking Lots:

Line Item #59.

Pulverize Existing Asphalt

Scope of Work:

Payment shall be full compensation for the pulverizing of the existing asphalt in place, the placing of the pulverized asphalt back down on the ground as base course, and the grading and compaction of the pulverized asphalt. The pulverized asphalt shall meet the AK DOT 2" minus gradation. The pulverized asphalt in place shall meet the compaction requirements of the new base course. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SY of pulverized asphalt.

Perform IAW:

Section 2235.

New D-1 Base Course - Roads:

Line Item #60.

New D-1 Base Course - Roads [Mining/Processing Aggregate/Etc.]

Scope of Work:

Payment shall be full compensation for the mining and processing of the aggregate for the new base course, which includes: the mobilization/demobilization of the crushing/screening plant; and the mining, the crushing, the screening, and the stockpiling of the aggregates. Includes contractor's quality control and crusher control testing. This line item is used with the "New D-1 Base Course [Placement]" line item. The independent quality control is a separate line item.

Unit of Measurement:

TONS of approved processed aggregate for New D-1 Base Course - Roads as measured in the stockpiles.

Perform IAW: Section 2235 and Section 1020-1.2&1.3..

Line Item #61.

New D-1 Base Course - Roads [Placement/Compaction/Etc.]

Scope of Work:

Payment shall be full compensation for the new base course which includes: the mixing, scaling, hauling, placing, leveling, grading, and compacting of the new base course and placing the prime coat on the base course to meet road criteria. This line item is used with the "New D-1 Base Course [Processing]" line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of New D-1 Base Course - Roads as measured in place for road use.

Perform IAW: Section 2235 and Section 1020-1.2&1.3.

Line Item #62.

New D-1 Base Course-Roads / Less than 2,000 Tons on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery calls or isolated work areas when actual quantities of new base course are less than 2,000 tons. This cost adjustment is applied to the unit price of the "New D-1 Base Course [Placement]" line item. Does not pertain to any line items which pay by the SY.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New D-1 Base Course - Roads [Placement].

Perform IAW: Section 2235 and Section 1020-1.4.

Line Item #63.

New D-1 Base Course - Roads / Less Than 10,000 Tons on All Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change when the sum total of actual quantities of new D-1 base course placed on all delivery calls for each contract year is less than 10,000 tons. This cost adjustment is applied to the unit price of the "New D-1 Base Course [Processing]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New D-1 Base Course – Roads [Processing].

Perform IAW: Section 2235 and Section 1020-1.4.

Line Item #64.

New D-1 Base Course - Roads / Over 20,000 Tons on All Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for the sum total of actual quantities of new D-1 base course placed on all delivery calls for each contract year over 20,000 tons. This cost adjustment is applied to the unit price of the "New D-1 Base Course [Processing]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New D-1 Base Course – Roads [Processing].

Perform IAW: Section 2235 and Section 1020-1.4.

New Road Asphalt Pavement [AC-5]:

Line Item #65.

New Asphalt Pavement [AC-5] - Roads [Mining/Processing Aggregate/Etc.]

Scope of Work:

Payment shall be full compensation for the mining and processing of the aggregate for the new AC-5 asphalt pavement, which includes: the mobilization/demobilization of the crushing/screening plant & the asphalt plant; & the mining, the crushing, the screening, & stockpiling of the aggregates. Includes contractor's quality control and crusher control testing. This line item is used with the "New Asphalt Pavement [AC-5] Roads [Placement]" line item. The independent quality control is a separate line item.

Unit of Measurement:

TONS of approved processed aggregate for New Asphalt Pavement [AC-5] - Roads as measured in the stockpiles.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #66.

New Asphalt Pavement [AC-5] -Roads [Placement/Compaction/Etc.]

Scope of Work:

Payment shall be full compensation for the new AC-5 asphalt pavement, which includes: tack coat application, the mixing, scaling, hauling, placing, and compacting of the new AC-5 asphalt pavement to meet road criteria. This line item is used with the "New Asphalt Pavement [AC-5] Roads [Processing]" line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of New Asphalt Pavement [AC-5] - Roads as measured in place.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #67.

New Asphalt Pavement [AC-5] -Roads / Less than 1,000 Tons on Individual Del Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call or isolated work areas when the actual quantities of new asphalt pavement placed are less than 1,000 tons. This cost adjustment is applied to the unit price of the "New Asphalt Pavement [AC-5] Roads [Placement]" line item. Does not pertain to any line items which pay by the SY.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Asphalt Pavement [AC-5] – Roads [Placement].

Perform IAW: Section 2550 and Section 1020-1.5.

Go To Line Item # 116 For New Asphalt Pavement / < 10,000 Tons on All Delivery Calls

Go To Line Item # 117 For New Asphalt Pavement / > 25,000 Tons on All Delivery Calls

New Road Asphalt Pavement [3% SBS]:

Line Item #68.

New Asphalt Pavement [3% SBS] -Roads [Mining/Processing Aggregate/Etc.]

Scope of Work:

Payment shall be full compensation for the mining and processing of the aggregate for the new 3% SBS asphalt pavement for road use, which includes: the mobilization/demobilization of the crushing/screening plant & the asphalt plant; and the mining, the crushing, the screening, and stockpiling of the aggregates. Includes contractor's quality control and crusher control testing. This line item is used with the "New Asphalt Pavement [3% SBS] Roads [Placement]" line item. The independent quality control is a separate line item.

Unit of Measurement:

TONS of approved processed aggregate for New Asphalt Pavement [3% SBS] - Roads as measured in stockpiles.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #69.

New Asphalt Pavement [3% SBS] -Roads [Placement/Compaction/Etc.]

Scope of Work:

Payment shall be full compensation for the new 3% SBS asphalt pavement, which includes: tack coat application, the mixing, scaling, hauling, placing, and compacting of the new 3% SBS asphalt pavement to meet road criteria. Use SBS rubber modifier at the dosage rate of 3% of the asphalt cement. This line item is used with the "New Asphalt Pavement [3% SBS] Roads [Processing]" line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of New Asphalt Pavement [3% SBS] - Roads as measured in place.

Perform IAW: Section 2550 and Section 1020-1.2&1.3.

Line Item #70.

New Asphalt Pavement [3% SBS] -Roads / Less than 1,000 Tons on Individual Del Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call when the actual quantities of new 3% SBS asphalt pavement are less than 1,000 tons. This cost adjustment is applied to the unit price of the "New Asphalt Pavement [3% SBS] Roads [Placement]" line item. Does not pertain to any line items which pay by the SY.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Asphalt Pavement [3% SBS] – Roads [Placement].

Perform IAW: Section 2550 and Section 1020-1.5.

Go To Line Item # 116 For New Asphalt Pavement / < 10,000 Tons on All Delivery Calls

Go To Line Item # 117 For New Asphalt Pavement / > 25,000 Tons on All Delivery Calls

Line Item #71.

New Asphalt Pavement - Roads / Cold Joint Removal

Scope of Work:

Payment shall be full compensation for wheelcutting, & removing the cold asphalt joints from the newly placed road asphalt pavement, which includes sweeping up the debris, & hauling the removed joint material to the on-base site [Area 12] or an off-base site at the contractor's option. Includes AC-5 and 3% SBS asphalt pavement. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LF of cold joint removed for new road asphalt pavement.

Perform IAW: Section 2550.

Line Item #72.

New Asphalt Leveling Course / [Placement, Compaction, Etc]

Scope of Work:

Payment shall be full compensation for providing the new asphalt leveling course on existing asphalt pavement, which includes: the surface preparation of the existing asphalt pavement, the tack coat application, and the hauling, the placing, and the compacting of the new AC-5 asphalt pavement to provide a level surface for a new asphalt overlay. Processing of the asphalt aggregate is a separate line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of asphalt leveling course.

Perform IAW: Section 2100.

Line Item #73.

New Asphalt Transitions / [Placement, Compaction, Etc]

Scope of Work:

Payment shall be full compensation for providing the new asphalt transitions, which includes: the new prime and tack coats; and the hauling, the placing, and the compacting of the new AC-5 or 3% SBS pavement. Processing of the asphalt aggregate is a separate line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of asphalt transitions.

Perform IAW: Section 2100.

Line Item #74.

Reclaimed Asphalt Cement (Government Furnished) - Roads [Placement/Compaction/Etc.]

Scope of Work:

Payment shall be full compensation for the new asphalt pavement using the reclaimed asphalt cement, which includes the tack coat application, and the mixing, scaling, hauling, placing, and compacting of the new asphalt to meet road criteria. Work also includes: the filtering and processing of the Government furnished reclaimed asphalt cement in 55 gallon barrels into a useable base asphalt cement. Processing of the asphalt aggregate is a separate line item. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

TONS of asphalt pavement placed using the reclaimed asphalt.

Perform IAW: Section 2550 and 1020-8.

Concrete Curb & Gutter and Sidewalks:

Remove Concrete Curb and Gutter:

Line Item #75.

Remove Existing Concrete Curbs and Gutters [Isolated]

Scope of Work:

Payment shall be full compensation for removing the existing concrete curbs and gutters, which includes: hauling the concrete rubble to the on-base site [Area 9] or an off-base site at the contractor's option. Includes all applicable surveying, and contractors quality control. The curbs and gutters are isolated at varying lengths from 20 LF to 300 LF and are not part of an entire street replacement. Providing new curbs, new subbase, new topsoil, new hydroseeding, and removing unsuitable soil and asphalt pavement are separate line items.

Unit of Measurement:

Per LF of removed curb and gutter.

Perform IAW: Section 2510.

Line Item #76.

Remove Existing Concrete Curbs and Gutters [Continuous]

Scope of Work:

Payment shall be full compensation for removing the existing concrete curbs and gutters, which includes: hauling the concrete rubble to the on-base site [Area 9] or an off-base site at the contractor's option. Includes all applicable surveying, and contractors quality control. The curbs and gutters are continuous in length as part of an entire street replacement for either one side or both sides of the street. Providing new curbs, new subbase, topsoil, hydroseeding, and removing unsuitable soil and asphalt pavement are separate line items.

Unit of Measurement:

Per LF of removed curb and gutter.

Perform IAW: Section 2510.

New Concrete Curb and Gutter:

Line Item #77.

New Concrete Curbs and Gutters [Isolated or Hand Formed]

Scope of Work:

Payment shall be full compensation for providing new concrete curbs and gutters, which includes: existing subbase/subgrade preparation, and surveying the new finish grades for the new curbs and gutters. Includes all applicable testing, surveying, and contractors quality control. The curbs and gutters are isolated at varying lengths from approximately 20 LF to 300 LF. This also includes radius work, valley gutters and other primarily handworked areas as part of an entire street replacement (as defined on the call). Providing new subbase, new topsoil, new hydroseeding, and removing unsuitable soil are separate line items.

Unit of Measurement:

Per LF of New Curb and Gutter [HandFormed].

Perform IAW: Section 2510 and Contract Drawings.

Line Item #78.

New Concrete Curbs and Gutters [Continuous or Curb Machine Formed]

Scope of Work:

Payment shall be full compensation for providing new concrete curbs and gutters, which includes: existing subbase/subgrade preparation, and surveying the new finish grades for the new curbs and gutters. The curbs and gutters are continuous in length for both sides of the street placed by the curb forming machine. "Continuous" is defined as the entire length of curb & gutter on an entire street replacement (as defined on the call), which includes interruptions by driveways. For example, for a street length of 2,000 LF, approximately 3,600 LF of "new curb & gutter [curb machine]" and approximately 400 LF of "new curb & gutter [handformed]" will be placed. Includes all applicable testing, surveying, and contractors quality control. Providing removal of curbs, new subbase, topsoil, hydroseeding, and removing unsuitable soil are separate line items.

Unit of Measurement:

Per LF of New Curb and Gutter [Curb Machine].

Perform IAW: Section 2510 and Contract Drawings.

Line Item #79.

New Curbs & Gutters / Less than 3,600 LF on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery call when the actual quantities of new concrete curb and gutter placed are continuous and less than 3,600 LF for both sides of the street. For example, for a street length of 2,000 LF, approximately 3,600 LF of "new curb & gutter [Curb Machine]" and approximately 400 LF of "new curb & gutter [Hand Formed]" will be placed. This line item is used with the "New Concrete Curbs and Gutters [Curb Machine]" line item. This cost adjustment is applied to the unit price of the "New Concrete Curbs and Gutters [Curb Machine]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per LF of New Curb and Gutters [Curb Machine].

Remove Concrete Sidewalks:

Line Item #80.

Remove Existing Concrete Sidewalks [Isolated]

Scope of Work:

Payment shall be full compensation for removing the existing concrete sidewalks, which includes: hauling the concrete rubble to the on-base site [Area 9] or an off-base site at the contractor's option. The sidewalks are isolated at varying lengths from 10 SY to 50 SY. Includes all applicable surveying and contractors quality control. Providing new sidewalks, new classified fill/backfill, new topsoil, new hydroseeding, and removing unsuitable soil are separate line items.

Unit of Measurement:

Per SY of removed concrete sidewalk.

Perform IAW: Section 2510.

Line Item #81.

Remove Existing Concrete Sidewalks [Continuous]

Scope of Work:

Payment shall be full compensation for removing the existing concrete sidewalks, which includes: hauling the concrete rubble to the on-base site [Area 9] or an off-base site at the contractor's option. The sidewalks are continuous in length as part of an entire street replacement (as defined on the call) for either one side or for both sides of the street. Includes all applicable surveying and contractors quality control. Providing new sidewalks, new classified material, new topsoil, new hydroseeding, & removing unsuitable soil are separate line items.

Unit of Measurement:

Per SY of removed concrete sidewalk.

Perform IAW: Section 2510.

New Concrete Sidewalks:

Line Item #82.

New Concrete Sidewalks [Isolated]

Scope of Work:

Payment shall be full compensation for providing new concrete sidewalks with welded wire mesh, which includes: existing subbase/subgrade preparation, and surveying the new finish grades for the new sidewalks. The sidewalks are isolated at varying lengths from 10 SY to 50 SY. This also includes sidewalks from the street to the housing units as part of an entire street replacement (as defined on the call). Includes all applicable testing, surveying, and contractors quality control. The government has the option of fiberglass reinforced concrete in lieu of welded wire fabric. Providing removal of existing sidewalks, new classified fill/backfill, new topsoil, new hydroseeding, and removing unsuitable soil are separate line items.

Unit of Measurement:

Per SY of New Concrete Sidewalk.

Perform IAW: Section 2510 and Contract Drawings.

Line Item #83.

New Concrete Sidewalks [Continuous]

Scope of Work:

Payment shall be full compensation for providing new 5' to 8' wide concrete sidewalks with welded wire mesh, which includes:, existing subbase/subgrade preparation, and surveying the new finish grades for the new sidewalks. The sidewalks are continuous in length and are greater than 2,000 SY for both sides of the street. "Continuous" is defined as the entire length of sidewalks on an entire street replacement (as defined on the call), which includes interruptions by driveways. Includes all applicable testing, surveying, and contractors quality control. The government has the option of fiberglass reinforced concrete in lieu of welded wire fabric. Providing removal of existing sidewalks, new classified material, new topsoil, new hydroseeding, & removing unsuitable soil are separate line items.

Unit of Measurement:

Per SY of New Concrete Sidewalk.

Perform IAW: Section 2510 and Contract Drawings.

Line Item #84.

New Concrete Sidewalks / Less than 2,000 SY on Individual Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for any individual delivery order when the actual quantities of new concrete sidewalks placed are continuous and less than 2,000 SY for both sides of the street. This line item is used with the "New Concrete Sidewalks [Continuous]" line item. This cost adjustment is applied to the unit price of the "New Concrete Sidewalks [Continuous]" line item.

Unit of Measurement:

Unit price increase, decrease, or no change per SY of New Concrete Sidewalks.

Perform IAW: Section 2510.

Miscellaneous Road Related Work:

Line Item #85.

Adjust Pavement Structures

Scope of Work:

Payment shall be full compensation for all adjustments, such as ring extensions to the existing pavement structures, which includes manholes, valve boxes, monument cases, catch basins, etc., to match the new finish grade of the new asphalt pavement.

Unit of Measurement:

EA of pavement structures.

Perform IAW: Section 2100.

Line Item #86.

Replace Existing Manhole Covers and Rings

Scope of Work:

Payment shall be full compensation for removing the existing metal manhole covers and rings and replacing with new manhole covers and rings. Typically applies to existing manholes at catch basins and in the roads. Install the new manhole cover and ring flush with the adjacent pavement surface.

Unit of Measurement:

EA of manhole covers with rings.

Perform IAW: Section 2100.

Line Item #87.

Repair Catch Basins

Scope of Work:

Payment shall be full compensation for the repair of existing catch basins, which requires sawcutting the existing concrete 12" back from the front and then placing approximately 2 CF of new high strength concrete for patching to re-shape damaged areas. Work includes: providing a new metal protector plate [1/8" thick galv] of the same size as existing, removing the existing concrete gutter in front and replacing it with new concrete gutter to match adjacent curb and gutter, placing new expansion joint filler between gutter joints, and cleaning out the debris at the bottom of the catch basin. Dispose of removed material in an approved off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

EA of repaired catch basins.

Line Item #88.

Remove Curb Opening Catch Basins [8' to 10' Deep]

Scope of Work:

Payment shall be full compensation for the removal of the existing catch basin and approximately 10' of existing piping on each side, and all other associated demolition work. Dispose of removed soils and removed concrete in the on-base site [Area 9] and dispose of the removed piping and removed debris in an off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

EA of removed catch basins.

Line Item #89.

New Curb Opening Catch Basins [8' to 10' Deep]

Scope of Work:

Payment shall be full compensation for providing the new catch basin, all associated excavation, backfilling and compaction, connecting the new storm drain pipes to new catch basin and to the existing drain pipes, and all other associated work. The depth shall match the depth of the existing catch basin being removed or the existing drain pipe invert. Provide new precast concrete catch basin manholes with curb opening. Includes contractor's quality control and applicable testing.

Unit of Measurement:

EA of new catch basins.

Perform IAW:

MOA Standard Specs 1994, Section 55.04 "Catch Basin Manholes".

Line Item #90.

Replace RR Crossing Mats

Scope of Work:

Payment shall be full compensation for the removal of the existing asphalt pavement mat with associated base course, railroad wood ties, and steel rails; and replacing with new 3" asphalt pavement mat with associated 4" new base course (extends to 10' beyond the rails on both sides), new pressure treated railroad wood ties spaced at 18" on center, new 90 pound steel rails, 70 pound steel mud rails & all associated connectors and hardware. Dispose of in an approved off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

Per LF of railroad crossing.

Perform IAW:

AK Railroad criteria.

Line Item #91.

Replace Guard Rails

Scope of Work:

Payment shall be full compensation for removing existing W-beam metal guardrails & end sections; & replacing with new metal W-beam guardrails, new buffer end sections & new guardrail reflector assemblies. Dispose of old guardrail in an approved off-base disposal site. New guardrails shall conform to AASHTO M 180, Class A, Type II. Existing guardrail posts to remain. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LF of replaced single-faced guardrails.
Perform IAW: AK DOT Highway Specs 1988, Section 606 & Section 710.

Line Item #92.

New 4" Topsoil

Scope of Work:
Payment shall be full compensation for providing 4" of approved topsoil. Typically used in association with curb and gutter work, sidewalk work, and driveway work. Includes contractor's quality control and applicable testing. Processing of new topsoil can occur on-base with off-base soils or on-base soils.

Unit of Measurement:
MSF (Thousand Sq Ft) of 4" Topsoil.

Perform IAW:
Section 2936.

Line Item #93.

New Hydroseeding

Scope of Work:
Payment shall be full compensation for hydroseeding areas typically along the shoulders of roads with no curbs and gutters and on areas between sidewalks and curbs and gutters not covered under other bid items. Includes contractor's quality control and applicable testing.

Unit of Measurement:
MSF (Thousand sq ft) of Hydroseeded areas.

Perform IAW: Section 2936.

Line Item #94.

New Pavement Markings for Roads

Scope of Work:
Payment shall be full compensation for all paint striping on the roads, which includes surface preparation prior to painting, and the placing of traffic cones to keep traffic off the painted lines. Includes contractor's quality control, surveying, and applicable testing.

Unit of Measurement:
LF of 4" wide paint striping for roads.

Perform IAW: Section 2595.

Work Items for Repairing Asphalt Pavements:

Line Item #95.

Asphalt Crack Sealing [Routing]

Scope of Work:

Payment shall be full compensation for routing, cleaning, and sealing cracks in asphalt pavement on roads, which includes clean-up. Dispose of removed material in an approved off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LF of asphalt crack sealing.

Perform IAW: Section 2530.

Line Item #96.

Asphalt Crack Sealing [No routing]

Scope of Work:

Payment shall be full compensation for cleaning, and sealing cracks in asphalt pavement on roads, which includes clean-up, and transporting the debris to the off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

LBS of asphalt crack sealant placed.

Perform IAW:

Section 2530.

Line Item #97.

UPM Cold Patch Repair

Scope of Work:

Payment shall be full compensation for providing UPM Cold patch or approved equal to permanently repair asphalt areas on the airfield and on roads. Provide manufacturer's installation requirements and technical data. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SF of UPM cold patch repair.

Perform IAW:

Section 2550.

Line Item #98.

Patching/Pothole Repairs

Scope of Work:

Payment shall be full compensation for patching/pothole repairs, which includes: sawcutting, excavation, hauling to an approved off-base location, subbase preparation, placing and compacting new base course, placing of prime and tack coats, and placing and compacting new AC-5 asphalt pavement. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SY of patching/pothole repairs.

Perform IAW: Section 2100 and Contract Drawings.

Line Item #99.

Minor Asphalt Repairs

Scope of Work:

Payment shall be full compensation for minor asphalt repairs, which includes; sawcutting, excavation, hauling to an approved off-base location, subbase preparation, placing and compacting new base course, placing of prime and tack coats, and placing and compacting new AC-5 asphalt pavement. Includes contractor's quality control and applicable testing.

Unit of Measurement:

SY of minor asphalt repairs.

Perform IAW:

Section 2100 and Contract Drawings.

New Work Items for Paving:

Line Item #100.

New Bike Trails

Scope of Work:

Payment shall be full compensation for providing new bike trails, new golf cart paths, and the like. Work includes the following: removing 18" of unsuitable soil and disposing of in an approved on-base disposal site, subgrade preparation, providing new 12" subbase, new 4" base course, and new 2" AC-5 asphalt pavement. Path is typically 8' wide for new asphalt and 10' wide for new base course. Level berms caused by excavation. Provide 1' wide x 2" thick subbase shoulders on each side that match the top of new asphalt finish grade. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

SY of new bike paths/golf cart paths.

Perform IAW:

Sections 2225, 2235 and 2550.

Line Item #101.

New Parking Lots [Small]

Scope of Work:

Payment shall be full compensation for providing new parking lots. Work includes the following: removing 24" of unsuitable soil and disposing of in an approved on-base disposal site, subgrade preparation, providing new 16" subbase, new 6" base course, and new 2" AC-5 asphalt pavement. Size varies from 1,000 SY to 2,500 SY. Provide 5' wide x 6" thick subbase shoulders on all sides that match the top of new asphalt finish grade. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

SY of new parking lots.

Perform IAW:

Sections 2235 and 2550.

Line Item #102.

New Parking Lots [Medium]

Scope of Work:

Payment shall be full compensation for providing new parking lots. Work includes the following: removing 24" of unsuitable soil and disposing of in an approved on-base disposal site, subgrade preparation, providing new 16" subbase, new 6" base course, and new 2" AC-5 asphalt pavement. Size varies from 2,500 SY to 5,000 SY, with over 5,000 SY being paid as separate line items for Roads. Provide 5' wide x 6" thick subbase shoulders on all sides that match the top of new asphalt finish grade. The independent quality control, field surveying, and field/lab testing are separate line items.

Unit of Measurement:

SY of new parking lots.

Perform IAW:

Sections 2235 and 2550.

Line Item #103.

New Handicap/Bike Access Ramps

Scope of Work:

Payment shall be full compensation for providing new 5" thick concrete handicap/bike access ramps with approximately 24 LF of transition curb, 4 LF of full curb each side, and 150 SF of sidewalk (5" minimum thickness). Included in this line item is the compaction of the existing subgrade, contractor's quality control, survey, and applicable testing. The government has the option of fiberglass reinforced concrete in lieu of welded wire fabric. Providing new classified material, new topsoil, new hydroseeding, removing unsuitable soil & existing concrete are separate line items.

Unit of Measurement:

EA of New Access ramps.

Perform IAW:

MOA Building Code, Detail 30-3, and Section 2510.

Line Item #104.

New Concrete Driveways

Scope of Work:

Payment shall be full compensation for removing either the existing asphalt driveway or the existing concrete driveway and replacing with new 5" concrete driveway (actual concrete thickness). This work occurs primarily in military family housing areas. Concrete shall be disposed of at the on-base site [Area 9] or an off-base site at the contractor's option. Included in this line item is the compaction of the existing subbase, contractor's quality control, survey, and applicable testing. The government has the option of fiberglass reinforced concrete in lieu of welded wire fabric. Providing new classified material, new topsoil, new hydroseeding, & removing unsuitable soil are separate line items.

Unit of Measurement:

SY of new concrete driveways.

Perform IAW: Section 2510.

Line Item #105.

New 4" Diameter Conduit

Scope of Work:

Payment shall be full compensation for providing new 4" diameter conduit. Conduit shall be non-metallic, schedule 40 split duct or approved equal Standard length of conduit is 10'. Includes installation of the new conduit around existing communications cables, also includes contractor's quality control and surveying. Excavation and backfilling are separate line items.

Unit of Measurement:

LF of new 4" diameter conduit.

Line Item #106.

New 12" Diameter Culvert

Scope of Work:

Payment shall be full compensation for providing new 8" or 12" diameter corrugated culvert with end sections on both ends. Culvert shall be either galvanized steel 16 gauge (minimum) corrugated metal pipe or corrugated HDPE pipe. Typical length is 30'. Includes contractor's quality control, surveying, and applicable testing.

Unit of Measurement:

LF of new 12" diameter culvert with end sections.

Perform IAW:

Alaska Standard Specifications for Highway Construction 1988 – Section 603 "Culverts".

Line Item #107.

New 24" Diameter Culvert

Scope of Work:

Payment shall be full compensation for providing new 24" diameter corrugated culvert with end sections on both ends. Culvert shall be either galvanized steel 16 gauge (minimum) corrugated metal pipe or corrugated HDPE pipe. Typical length is 30'. Includes contractor's quality control, surveying and applicable testing.

Unit of Measurement:

LF of new 24" diameter culvert with end sections.

Perform IAW:

Alaska Standard Specifications for Highway Construction 1988 – Section 603 "Culverts".

Line Item #108.

New Thaw Pipe in Culvert

Scope of Work:

Payment shall be full compensation for providing new 1" diameter galvanized steel pipe filled with anti-freeze to be used for steam thawing in new culverts. Includes contractor's quality control, surveying, and applicable testing.

Unit of Measurement:

LF of new 1/2" diameter galvanized steel pipe in place.

Perform IAW:

Munic of Anchorage Standard Specifications for Streets 1994 – Detail 55-25, "Culvert Thaw Pipe".

Line Item #109.

19.20

New EPS Insulation Board

Scope of Work:

Payment shall be full compensation for providing new EPS insulation board. Provide 4'x8'x2" sheets with 40 psi compressive strength rating and water absorption limited to 0.30% by volume. Provide 40 psi Insulfoam II or approved equal. Install per manufacturer's recommendations. Includes contractor's quality control and applicable testing.

Unit of Measurement:

BF (Board foot=1'x1'x1") of new EPS Insulation Board.

Hauling, RAP, Flagging:

Line Item #110.

Asphalt Crushing

Scope of Work:

Payment shall be full compensation for crushing on-base asphalt rubble to meet 1" minus gradation. The contractor will have to crush at the location of the asphalt rubble pile [Area 10]. Includes the stockpiling of the crushed asphalt at the site and the survey to determine quantities crushed. Use conversion factor of 1.0 CY stockpiled = 1.6 tons stockpiled.

Unit of Measurement:

Per TON of Crushed Asphalt as measured in the stockpile.

Perform IAW:

Section 2235 for Crushed Asphalt requirement.

Line Item #111.

Recycled Asphalt Pavement / Placement, Etc.

Scope of Work:

Payment shall be full compensation for the completed recycled asphalt pavement utilizing crushed asphalt pavement. Work includes: the loading, scaling, hauling, placing, leveling, grading, and compacting of the recycled asphalt as asphalt pavement to meet the recycled asphalt pavement specifications. Place with belly dumps in 2" lifts followed by the spraying of CSS-1 at 0.10 Gallons per SY per lift. Crushing the asphalt rubble for recycled asphalt pavement is a separate line item, "Asphalt Crushing".

Unit of Measurement:

TONS of placed recycled asphalt paving.

Perform IAW:

Sections 2235 and 2560.

Line Item #112.

Flagging Operation

Scope of Work:

Payment shall be full compensation for performing the flagging operation, which includes but not limited to, flagpersons, radios, flags, and all other flagging equipment items. Traffic control devices, such as traffic cones, and construction signs are not included in this line item.

Unit of Measurement:

Number of MAN-HOURS of flagging.

Line Item #113.

Haul Reject to the On-base Landfill

Scope of Work:

Payment shall be full compensation for the loading, scaling, hauling, and dumping of the reject (from the crushing operation) from the on-base borrow pit [Area #12] to the Landfill Closure Site [Area #10]. Haul the reject to the landfill either on a daily or weekly basis. One way hauling distance is used.

Unit of Measurement:

TONS of reject hauled to on-base Landfill Closure site.

Line Item #114.

Hauling Material

Scope of Work:

Payment shall be full compensation for the loading, scaling, hauling, and dumping of the material from one location to another. Typically, but not limited to, the movement of materials will involve the on-base borrow pits, the on-base landfill closure site, or the gravel stockpile [Area #13]. Material includes the reject material, the overburden material, and any other borrow pit material. One way hauling distance is used. Use field survey to compute volumes before and after removal or use weigh scales. Conversion factor for tons is 1.5 tons/bank cy.

Unit of Measurement:

Per TON-MILE of hauling.

Line Item #115.

Slope Reclamation Using Reject Material

Scope of Work:

Payment shall be full compensation for the loading, scaling, hauling, dumping, and placing of the reject (from the crushing operation) or other soils from the on-base borrow pit [Area #12] to the on-base reclamation sites [Area #11] or the on-base Munitions area [Area #9]. Place the reject in lifts with a dozer. Coordinate with the project engineer. One way hauling distance is used.

Unit of Measurement:

TONS of reject hauled.

New Asphalt Pavement ADJ [Airflds & Rds] [AC-5 & 3% SBS] / All Delivery Calls:

Line Item #116.

New Asphalt Pavement – Airfields & Roads [AC-5 & 3% SBS] / < 10,000 Tons on All Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change when the sum total of actual quantities of new asphalt pavement placed on all delivery calls for each contract year is less than 10,000 tons. This cost adjustment is applied to the unit price of line items: "New Asphalt Pavement [AC-5] Airfield [Processing]", "New Asphalt Pavement [3% SBS] Airfield [Processing]", "New Asphalt Pavement [AC-5] Roads [Processing]", and "New Asphalt Pavement [3% SBS] Roads [Processing]", whichever is on the delivery calls.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Asphalt Pavement [Processing].

Line Item #117.

New Asphalt Pavement – Airfields & Roads [AC-5 & 3% SBS] / > 25,000 Tons on All Delivery Calls

Scope of Work:

Payment shall be a unit price increase, decrease, or no change for the sum total of actual quantities of new Asphalt pavement placed on all delivery calls for each contract year over 25,000 tons. This cost adjustment is applied to the unit price of line items: "New Asphalt Pavement [AC-5] Airfield [Processing]", "New Asphalt Pavement [3% SBS] Airfield [Processing]", "New Asphalt Pavement [AC-5] Roads [Processing]", and "New Asphalt Pavement [3% SBS] Roads [Processing]", whichever is on the delivery calls.

Unit of Measurement:

Unit price increase, decrease, or no change per TON of New Asphalt Pavement [Processing].

Testing / Quality Control / Surveying / Bonding Work Items:

Line Item #118.

Asphalt Cores

Scope of Work:

Payment shall be full compensation for providing 4" or 6" diameter cores on asphalt pavement in areas designated by the project engineer. This line item is not for cores required for testing of the new asphalt pavement. Asphalt pavement may be up to 8" thick.

Unit of Measurement:

EA of asphalt cores.

Line Item #119.

Concrete Cores

Scope of Work:

Payment shall be full compensation for providing 3" or 4" diameter cores on concrete pavement in areas designated by the project engineer. This line item is not for cores required for testing of the new concrete pavement. Concrete pavement may be up to 16" thick with reinforcement.

Unit of Measurement:

EA of concrete cores.

Line Item #120.

Construction Surveying

Scope of Work:

Payment shall be full compensation for performing the construction surveying required to place the new subbase, the new base course, new asphalt pavement and new concrete pavement, not already covered under the other line items. See 1020-1.7.1. Includes but not limited to, surveyors, survey equipment, transportation, and supplies.

Unit of Measurement:

By the HOUR for a two person survey party.

Line Item #121.

As-Built Survey on CAD

Scope of Work:

Payment shall be full compensation for providing the pavement as-built survey of the completed pavement work on CAD, which includes the actual pavement dimensions and elevations, pavement cross-sections showing thicknesses, location and size of all manholes and catch basins, etc. Provide the pavement as-built survey on reproducible mylar and on a 3.5" diskette in Autocad version 14. The field survey for the as-built survey is covered under the line item for "construction surveying".

Unit of Measurement:

By the HOUR for a one person CAD technician.

Line Item #122.

Independent Quality Control [IQC] for the Base Course / Subbase

Scope of Work:

Payment shall be full compensation for the performing the independent quality control function, which includes, but not limited to, the IQC equipment and the IQC person. Applies to the line items: "New Airfield Base Course", "New D-1 Base Course", "New Subbase", "New Classified Material", "Re-Use Existing Base as Subbase", "Surface Preparation of Existing Base Course", and "Surface Preparation of Existing Subbase/Subgrade".

Unit of Measurement:

Number of LOTS.

Perform IAW:

Sections 2225, 2230 and 2235.

Line Item #123.

Independent Quality Control [IQC] for the Asphalt Pavement

Scope of Work:

Payment shall be full compensation for the performing the independent quality control function, which includes, but not limited to, the IQC equipment and the IQC person. Applies to the line items: "New Airfield Asphalt Pavement (AC-5)", "New Airfield Asphalt Pavement (3% SBS)", "New Road Asphalt Pavement (AC-5)", and "New Road Asphalt Pavement (3% SBS)".

Unit of Measurement:

Number of SUBLOTS.

Perform IAW:

Sections 2550.

Line Item #124.

Independent Quality Control [IQC] for the Concrete Pavement

Scope of Work:

Payment shall be full compensation for the performing the independent quality control function, which includes, but not limited to, the IQC equipment and the IQC person. Applies to the line items: "New Concrete Slabs (Isolated)", "New Concrete Slabs (Continuous)", & "New Concrete Overlays".

Unit of Measurement:

Number of LOTS.

Perform IAW: Section 2515.

Line Item #125.

Base Course / Subbase Testing

Scope of Work:

Payment shall be full compensation for performing the testing function, which includes, but not limited to, the testing equipment, the testing lab, and the testing personnel. Applies to new base course, new subbase, and new classified material for roads and airfields for the line items: "New Airfield Base Course", "New D-1 Base Course", "New Subbase", "New Classified Material", "Re-Use Existing Base as Subbase", "Surface Preparation of Existing Base Course", and "Surface Preparation of Existing Subbase/Subgrade". All testing shall be performed under the supervision of the independent quality control.

Unit of Measurement:
Number of LOTS.
Perform IAW: Sections 2230 and 2235.

Line Item #126.

Asphalt Pavement Testing

Scope of Work:
Payment shall be full compensation for performing the testing function, which includes, but not limited to, the testing equipment, the testing lab, and the testing personnel. Applies to new asphalt pavement for roads and airfields for the line items:"New Airfield Asphalt Pavement (AC-5)", "New Airfield Asphalt Pavement (3% SBS)", "New Road Asphalt Pavement (AC-5)", and "New Road Asphalt Pavement (3% SBS). All testing shall be performed under the supervision of the IQC.

Unit of Measurement:
Number of SUBLOTS.

Perform IAW:
Sections 2550.

Line Item #127.

Concrete Pavement Testing

Scope of Work:
Payment shall be full compensation for performing the testing function, which includes, but not limited to, the testing equipment, the testing lab, and the testing personnel. Applies to the line items: "New Concrete Slabs (Isolated)", "New Concrete Slabs (Continuous)", and "New Concrete Overlays". All testing shall be performed under the supervision of the IQC.

Unit of Measurement:
Number of LOTS.

Perform IAW:
Section 2515.

Line Item #128.

Bonding Premium

Scope of Work:
Payment shall be full compensation for the required bonding premium payment to the bonding company. Payment for bonding premium will occur on issued delivery calls. Bonding premium percentage will be determined and applied to issued delivery calls [as a minimum].

Unit of Measurement:
Lump Sum for Bond Premium.

Perform IAW:
Section 1020-1.7.4.

Fuel Contaminated Soil Work Items:

Line Item #129.

Test Fuel Contaminated Soil

Scope of Work:

Payment shall be full compensation for the testing of fuel contaminated soils. Contractor shall have an independent test lab test the suspected contaminated soils for the presence of POL contaminants.

Unit of Measurement:

EA of fuel contaminated soil tests.

Perform IAW:

Section 1020-11, ADEC and EPA requirements.

Line Item #130.

Remediate Fuel Contaminated Soil

Scope of Work:

Payment shall be full compensation for the remediation of fuel contaminated soils. Contractor shall excavate, load, and haul the fuel contaminated soils to an approved off-base thermal treatment facility. After treatment, return the remediated soils back to the on-base borrow pit.

Unit of Measurement:

TONS of remediated fuel contaminated soils.

Perform IAW:

Section 1020-11, ADEC and EPA regulations.

Line Item #131.

Haul Fuel Contaminated Soil to On-Base Site

Scope of Work:

Payment shall be full compensation for the loading, hauling, scaling, and placing of the fuel contaminated soil from the job site to the on-base fuel cells [Area 10].

Unit of Measurement:

TONS of placed fuel contaminated soils.

Perform IAW:

Section 1020-11, ADEC and EPA regulations.

Traffic Light Control Devices:

Line Item #132.

Mast/Arm/Post Assembly

Scope of Work:

Payment shall be full compensation for providing the Mast/Arm/Post assembly. Work includes: excavation for foundation, new concrete foundation, and installation of the Mast/Arm/Post.

Unit of Measurement:

EACH Mast/Arm/Post assembly.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #133.

Extension Pole for Street Light

Scope of Work:

Payment shall be full compensation for providing an extension to the Mast/Arm/Post assembly for one street light with photoelectric cell. Work includes all hardware, and wiring required to complete the system. The mast/arm/post assembly is covered under a separate line item.

Unit of Measurement:

EACH Extension Pole with Street Light.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #134.

Traffic Signal Head & Hardware (Type I)

Scope of Work:

Payment shall be full compensation for providing the Traffic Signal Head & Hardware. Work includes any assembly required, installing the traffic head on the pole, and all wiring. See contract drawings for Type I configuration.

Unit of Measurement:

EACH of Traffic Signal Head & Hardware [Type I].

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #135.

Traffic Signal Head & Hardware (Type II)

Scope of Work:

Payment shall be full compensation for providing Traffic Signal Head & Hardware. Work includes any assembly required, installing the traffic head on the pole, and all wiring. See contract drawings for Type II configuration.

Unit of Measurement:

EACH of Traffic Signal Head & Hardware [Type II].

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #136.

Traffic Signal Head & Hardware (Type III)

Scope of Work:

Payment shall be full compensation for providing Traffic Signal Head & Hardware. Work includes any assembly required, installing the traffic head on the pole, and all wiring. See contract drawings for Type III configuration.

Unit of Measurement:

EACH of Traffic Signal Head & Hardware [Type III].

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #137.

Traffic Signal Head & Hardware (Type IV)

Scope of Work:

Payment shall be full compensation for providing the Traffic Signal Head & Hardware. Work includes any assembly required, installing the traffic head on the pole, and all wiring. See contract drawings for Type IV configuration.

Unit of Measurement:

EACH of Traffic Signal Head & Hardware [Type IV].

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #138.

Pedestrian Signals, Pedestrian Push Buttons & Signs

Scope of Work:

Payment shall be full compensation for providing Pedestrian Signals System to include signals, push buttons, and signs. Two 16" neon pedestrian signal heads on each pole. Two pedestrian push buttons and signs on each pole, and Two R9-5 bicycle sign on each pole. Work includes all hardware, assembly and wiring to provide a complete system.

Unit of Measurement:

EACH SYSTEM [Complete] per Pole.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #139.

Traffic Signal Controller System (Intersection Style I)

Scope of Work:

Payment shall be full compensation for providing a complete Traffic Signal Controller System. Included is: [1] Traffic Signal Controller and Cabinet, with all necessary conduits, wiring, and accessories to control vehicle and pedestrian heads, [2] all trenching/backfilling/compacting for the new conduits, and [3] all traffic programming. See contract drawings for Style I configuration.

Unit of Measurement:

EACH SYSTEM [Complete] of Traffic Signal Controller System for Intersection Style I.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #140.

Traffic Signal Controller System (Intersection Style II)

Scope of Work:

Payment shall be full compensation for providing a complete Traffic Signal Controller System. Included is: [1] Traffic Signal Controller and Cabinet, with all necessary conduits, wiring, and accessories to control vehicle and pedestrian heads, [2] all trenching/backfilling/compacting for the new conduits, and [3] all traffic programming. See contract drawings for Style II configuration.

Unit of Measurement:

EACH SYSTEM [Complete] of Traffic Signal Controller System for Intersection Style II.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #141.

Traffic Signal Controller System (Intersection Style III)

Scope of Work:

Payment shall be full compensation for providing a complete Traffic Signal Controller System. Included is: [1] Traffic Signal Controller and Cabinet, with all necessary conduits, wiring, and accessories to control vehicle and pedestrian heads, [2] all trenching/backfilling/compacting for the new conduits, and [3] all traffic programming. See contract drawings for Style III configuration.

Unit of Measurement:

EACH SYSTEM [Complete] of Traffic Signal Controller System for Intersection Style III.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #142.

Traffic Sensor Loops System

Scope of Work:

Payment shall be full compensation for providing Traffic Sensor Loops System Work includes all conduits, wire, accessories, and sensor loop detector required to control the new traffic lights. Sensor loops shall be installed in 1" diameter schedule 80 PVC. Each system includes eight (8) 6' x 6' loops, and placed as shown on the drawings. Work includes trenching/backfilling/compacting for the sensor loops system and for the conduit runs to the new J boxes. Includes sand bedding as shown on the drawings.

Unit of Measurement:

EACH SYSTEM [Complete] per Pole location.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #143.

Secondary Power Service

Scope of Work:

Payment shall be full compensation for providing a complete secondary power system for the new Traffic lights system. Work includes providing a 10 KVA 7200-120/240 V pole mounted transformer with contacts, arrestors and connections, 2" rigid steel secondary riser, and 2" PVC conduit with 3 #2/0 aluminum XHHW wire. Trench/backfill/compact approximately 200 LF to provide power to the controller system. Provide 6" sand bedding. Provide secondary power service per 99NEC code.

Unit of Measurement:

Lump Sum of Complete Secondary Power Service per Intersection.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

Line Item #144.

Directional Traffic Signs

Scope of Work:

Payment shall be full compensation for providing the Directional traffic signs. Signs shall be per the State of Alaska DOT Sign Design Specifications. Signs required are R9-5, R3-6SR, R3-6SL, R10-13, R3-5R, R3-5L, and R3-S. Work includes placing the signs where shown on the drawings. Providing traffic signs is not limited to work involving traffic control devices.

Unit of Measurement:

EACH Directional Sign.

Perform IAW:

Municipality of Anchorage Division 80 Specifications, Contract Drawings, and 1020-12.1.

TRAFFIC SIGN COMPLETE

20 ea @

Concrete Light Bases, Light Poles, Heater Outlets:

Line Item #145.

Remove Existing Concrete Light Bases [Runway/Taxiway Edge Lights]

Scope of Work:

Payment shall be full compensation for the removal of the existing concrete light bases [for runway or taxiway edge lights] that are not re-used, approximately 10' of existing 4" conduits on each side, remove existing light fixture, and all other associated demolition work. The depth of the existing concrete light base is approximately 4'. Dispose of removed soils and concrete base in the on-base site [Area 9] and dispose of the piping in an off-base disposal site. Removal and replacement of the airfield lighting cable is by others. Includes contractor's quality control and applicable testing.

Unit of Measurement:

EA of removed Concrete Light Bases.

Line Item #146.

New Concrete Light Bases [Runway/Taxiway Edge Lights]

Scope of Work:

Payment shall be full compensation for providing new precast concrete light bases [for runway or taxiway edge lights], all associated excavation, backfilling and compaction, connecting the new 4" PVC electrical conduits to the new concrete light base and to the existing 4" conduit, re-installing the previously removed light fixture, and all other associated work. The depth shall be approximately 4' below the new finished grade of pavement. Match the top of concrete with the new finished grade of pavement. Includes contractor's quality control and applicable testing. Removal and replacement of the airfield lighting cable is by others.

Unit of Measurement:

EA of new Concrete Light Bases.

Perform IAW:

Contract Drawings and 1020-12.

Line Item #147.

Raise/Lower Existing Concrete Light Bases in Place

Scope of Work:

Payment shall be full compensation for the raising or lowering of the existing concrete light bases in place, all associated excavation, backfilling and compaction, disconnecting the existing 4" conduits, connecting the new 4" PVC electrical conduits to the new concrete light base and to the existing 4" conduits, and all other associated work. The depth shall be approximately 4' below the new finished grade of pavement. Match the top of concrete with the new finished grade of pavement. Dispose of removed material in an approved off-base disposal site. Includes contractor's quality control and applicable testing. Removal and replacement of the airfield lighting cable is by others.

Unit of Measurement:

EA of raised or lowered Concrete Light Bases in place.

Line Item #148.

Relocate Existing Concrete Light Bases [6 per Group]

Scope of Work:

Payment shall be full compensation for the removal of 6 existing concrete light bases at their original site and the placement of the same 6 existing concrete light bases at a new site approximately 100' away. Includes the associated excavation, backfilling and compaction of the original site and the new site. Remove approximately 200 LF of existing 4" conduits for all 6 existing concrete light bases [approximately 35' for each], remove 6 existing light fixtures, and all other associated demolition work. The depth of an existing concrete light base is approximately 4'. Provide approximately 200 LF of new 4" PVC conduits trenched in place. Tie into the existing edge light system. Re-install 6 existing light fixtures. Removal and replacement of the airfield lighting cable is by others. Dispose of the piping in an off-base disposal site. Includes contractor's quality control and applicable testing.

Unit of Measurement:

Per each Group of 6 relocated Concrete Light Bases.

Line Item #149.

New Parking Lot Light Poles

Scope of Work:

Payment shall be full compensation for: providing new light poles which includes: new 30' tall flange-mounted luminaire pole with two 10' long luminaire arms, new cutoff style cobrahead lamps with photocell, new PVC electrical conduits with new conductors, new concrete pole foundation that extends 2' above the pavement, new load center with 125' underground run to existing pole mounted transformer, and new disconnect switch at load center. Typically, the new poles will be in groups of three at approximately 150' on center on approximately 350' long concrete islands.

Unit of Measurement:

Per EA of new parking lot pole with 2 lights.

Perform IAW:

Munic of Anchorage Standard Specifications for Streets 1994 – Details 80-17 and 80-20, "Flange-Mounted Luminaire Pole and Concrete Base", NEC 99, Contract Drawings, and 1020-12.

Line Item #150.

Replace Existing Head Bolt Outlet Posts

Scope of Work:

Payment shall be full compensation for: removal of existing posts which include existing duplex receptacles, existing conduits with wiring, and existing posts. Provide new post assemblies which includes: 4 new GFI waterproof duplex receptacles with 4 waterproof covers per post, new 4" diameter galvanized steel post, new PVC electrical conduits with conductors, new load center with 125' underground run to new transformer, and new disconnect switch at load center. Provide new 112.5 Kva 3 phase pad-mounted transformer. Typically, the new posts will be in groups of sixteen at 20' on center on approximately 350' long concrete islands. Provide approximately 1 CF of concrete at each post for support.

Unit of Measurement:

Per EA of new post with 4 head bolt outlets.

Perform IAW:

NEC 99, Contract Drawings, 1020-12, 16370, and 16375.

Borrow Pit Products for BCE [Base Civil Engineer]:

Line Item #151.

New D-1 Base Course for BCE

Scope of Work:

Payment shall be full compensation for providing D-1 base course to the Base Civil Engineer [BCE], which includes: the mining, processing, stockpiling, and storage of the D-1 base course aggregate in the on-base borrow pit [area 12]. When delivery is required, the contractor shall load, scale, haul, and dump the base course at the CE stockpile area [area 13]. The minimum call amount is 1,000 tons, which shall be delivered within 48 hours from issuance of the call. The contractor may accept call amounts for less than 1,000 tons, however, the government has the option to purchase D-1 base course from other sources for call amounts less than 1,000 tons. Includes contractor's quality control and crusher control testing.

Unit of Measurement:

TONS of D-1 Base Course as scaled.

Perform IAW:

Section 2235.

Line Item #152.

New Air Force Hot Mix Asphalt [AC-5] For BCE

Scope of Work:

Payment shall be full compensation for providing hot mix asphalt to the Base Civil Engineer [BCE], which includes: the mining, processing, stockpiling, and storage of the asphalt aggregate, for the mixing, and loading int. government end dumps, and for the scaling of the hot mix asphalt in government trucks. Contractor shall load the government trucks, which will use the contractor's scales. The minimum call amount is 300 tons, which shall be available to the government for pick-up within 24 hours from issuance of the call. The contractor may accept call amounts for less than 300 tons, however, the government has the option to purchase AC-5 from other sources for call amounts less than 300 tons. Contractor is only under obligation to provide hot mix asphalt to the government on days of hot mix production for on-base contracts. The government is allowed to purchase all other asphalt mixes from off-base suppliers. Includes contractor's quality control and crusher control testing.

Unit of Measurement:

TONS of Air Force Hot Mix Asphalt [AC-5] as scaled.

Perform IAW:

Section 2550.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix C

DOT/PF unified road maintenance study dated August 21, 1992

UNIFIED ROAD MAINTENANCE

STUDY

AUGUST 21, 1992

FINAL REPORT

PREPARED FOR:

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MAINTENANCE & OPERATIONS
CENTRAL REGION
DEPARTMENT OF TRANSPORTATON & PUBLIC FACILITIES
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EXECUTIVE SUMMARY

The State of Alaska and the Municipality of Anchorage are investigating the feasibility and desirability of the Municipality maintaining specific State transportation facilities within Municipal boundaries. Facilities under consideration for transfer include all State roadways, drainage, illumination, bridges, vehicular equipment and buildings. The State has proposed transfer of the Girdwood and Birchwood Airports as well, but the Municipality has thus far declined these facilities. The transfer of responsibilities would be effected by means of a negotiated Unified Road Maintenance (URM) Contract setting forth the details of the maintenance responsibilities, compensation methods and other contract provisions. This study is to evaluate the feasibility and desirability of a URM Contract, including an analysis of the infrastructures, operational budgets, methods and equipment, identification of specific issues to resolve and to prepare recommendations to facilitate implementation.

There are important differences in the infrastructure maintained by the State and the Municipality that affect operations and costs. Of the State's 1,137 lane-miles of maintained roadway, approximately 1,000 lane-miles are classified as freeway or arterial streets. Also included in the State's maintained infrastructure are approximately 37 miles of underground storm drains, less than 500 street lights, and approximately 90 maintenance vehicles. By comparison, the Municipality's 1,385 lane-miles of maintained roadway consist of approximately 1,100 lane-miles of local subdivision and collector streets, 5,500 street lights, 200 miles of storm drain and 210 maintenance vehicles. It is evident, that although the total maintained lane-mileage of the State and the Municipality is similar, there is a substantial difference in roadway classification and complexity of maintained facilities.

The State roadways are spread throughout the Municipality and are in close proximity to, and frequently intersect Municipal roadways. The State operates from maintenance stations in East Anchorage and in Girdwood. The City operates out of three stations: one each in West and South Anchorage and near downtown. It is clear that considerable effort and cost could be saved if the roadway systems were integrated under one agency and use of the maintenance stations was optimized.

A comparison of operations indicates significant differences in numbers of personnel and types of equipment used by the State and the Municipality. Although both have personnel of similar expertise, the state has approximately 56 people compared to the Municipality's approximately 112 people. The State' s equipment fleet has a larger percentage of higher speed equipment, such as dump trucks with belly-blades, for roadway maintenance compared to the Municipality's predominant use of slower road graders. The State's freeway and arterial system allows faster equipment speeds and fewer speed transitions. The Municipality's roadway system consist mostly of low speed local subdivision streets and frequent starts and stops where use of road graders is appropriate.

Variations in operational methods and costs also result from a differences in the State's and the Municipality's philosophy of pavement maintenance. The Municipality, which has relied more heavily on local funding for all types of maintenance and

reconstruction, has found that an emphasis on preventative maintenance, such as crack sealing, local patching and overlays, instead of major reconstruction, results in a lower overall expenditure of capital and maintenance funds. Because of the Federal capital construction funding available for most State roadways, the State relies less on preventative maintenance and more heavily on complete reconstruction of pavement surfaces. However, both approaches to maintaining roadway surfaces are acceptable.

State and Municipal winter snowplowing operations provide similar levels of service, although some differences were noted. The Municipality plans the plow-out of a typical snowfall from Municipal Streets within 84 hours. Initial priorities are designated snow routes which include most Municipal arterial and collector streets. The State's initial efforts focus on plowing the Seward and Glenn Highways followed by the remaining freeways, arterial and collector streets. As a result, the Municipality may be ahead of the State in the initial plowing of arterial and collector streets, but within the first 18 to 24 hours of a snowfall, both agencies have plowed out their major roadways. Both approaches effectively utilize manpower and equipment.

Operational differences result in significant differences in costs the State and the Municipality incur for road maintenance. For this analysis, adjustments were made to each agencies budget to assure comparison of total costs for similar facility maintenance responsibilities. After adjustments, the State's annual budget is approximately $7.5 million and the Municipality's annual budget is approximately $18.5 million. This works out to approximately $6,600 per lane-mile for State roadways and approximately $13,400 per lane-mile for Municipal roadways. These cost figures are accurate representations of the actual costs that are incurred by each agency.

Combining maintenance operations under the URM Contract will result in potential overall improvement in service levels and economies of operation. Specific major benefits identified in the study include the following:

Route Efficiencies - Integration of road systems will allow optimal equipment routing to minimize non-working travel time. This is estimated to result in operational savings of approximately 1% to 3% of the State and Municipal combined annual budgets, or approximately $250,000 to $750.000.

Administrative Savings - Elimination of duplicate responsibilities will save approximately $145,000 per year.

Maintenance Station Location - Combining all four Anchorage Bowl State and Municipal maintenance stations will reduce travel time to and from work locations by at least 50%, a savings of approximately $120,000 per year.

Public Perception - Performance of all road maintenance by one agency will be a very beneficial public relation action. Public confusion about whom to call with road maintenance problems will be eliminated.

The potential total savings identified in manpower and equipment utilization resulting from a URM Contract is approximately $550,00 to $1,050,000. Alternatively, this savings could be used to improve overall service levels or minimize the differences between State and Municipal operations.

Based on analysis of the differences in infrastructure and operations, the State's annual budget of $7,457,742, adjusted to include only road maintenance responsibilities, is an appropriate starting point for development of a URM Contract annual budget. Making adjustments for responsibilities not transferred, liability claims loss payments, and duplicate administrative position savings recommended to remain with the State ($145,000), results in a URM Contract budget of approximately $6,663,000. The balance of the prospective administrative and operational savings ($405,00 to $905,000) should be retained by the Municipality to minimize service level differences and as yet undetermined operational impacts.

Based on the analysis contained in this study, it is recommended that the State and the Municipality continue negotiation and implementation of a Unified Road Maintenance Contract. Having two separate agencies responsible for similar, overlapping road systems in Anchorage is inherently inefficient and an unnecessary waste of public funds. In addition, a potential $550,000 to $1,050,000 in administrative and operational savings will be realized from a URM Contract. Public confusion about road maintenance responsibilities will be eliminated. Finally, the citizens of Anchorage will likely perceive the URM Contract as a desirable action saving their taxpayer dollars and resulting in improved service.

Several issues remain to be resolved during negotiation of the URM Contract. They include resolution of the differences in pavement management philosophy and perceived differences in services levels and funding for abnormal weather conditions, among others. Each is resolvable if the State and Municipality commit to realize the potential benefits of a Unified Road Maintenance Contract.

I. INTRODUCTION

Management Analysis Company (MAC) has been retained by the Central Region of the State of Alaska Department of Transportation and Public Facilities (State) to analyze aspects of contracting with the Municipality of Anchorage to perform routine maintenance on specific State-owned and maintained transportation facilities within Anchorage Municipal boundaries. A primary goal of the Study was development of conclusions about the feasibility and desirability of the proposed transfer of maintenance responsibility. In addition, the draft Unified Road Maintenance (URM) Contract was reviewed to assess the appropriateness of the proposed budget, the costs to be charged the State by the Municipality, and to identify specific problems areas in the terms of the Contract or its implementation. The results of this analyses were used to prepare recommendations to facilitate implementation.

To develop an understanding of the requirements of the proposed URM Contract, it was first necessary to analyze and compare the State and Municipality's annual expenditure budgets and operational programs for similarities and differences affecting performance and associated costs under the proposed Contract. Major cost components including personnel, equipment, supplies, contracts and indirect costs were reviewed. Methods of cost determination and allocation used by the two agency's were compared. Operational differences, particularly those resulting from differences in the types and functions of facilities maintained, were investigated. This information and analyses helped explain the differences in cost and methods between each agency's performance of the responsibilities proposed for transfer. The combined operations were also reviewed to determine the potential cost savings and efficiencies resulting from a combined responsibility.

For the required analyses, MAC's Study Team obtained copies of the draft URM Contract, budget and expenditure documents and program descriptions for both the State's Maintenance and Operations Division (M&O) and the Municipality's Street Maintenance Division, and the proposed combined responsibility maintenance budget documents and program description prepared by the Municipality. Our Team also

interviewed selected individuals from the staffs of both agencies to develop further understanding of budget information, program descriptions, maintenance methods and requirements, overhead allocation methods, efficiencies/deficiencies of a combined program , and potential cost savings or level of service improvements.

A. Proposed Unified Road Maintenance Contract

For a number of years, the State and Municipality have entered into agreements to transfer the responsibility for maintenance of specific roadways from one agency to the other. These agreements, commonly referred to as "exchange of responsibility agreements", are intended to require approximately equivalent amounts of effort and cost by each agency for the exchanged roadways. Operational efficiencies have resulted for both agencies including lower costs and improved maintenance service levels. Approximately 80 lane-miles of each agency's roadway have been exchanged. In addition, under existing agreements, the Municipality maintains all Municipal and State traffic signals within Anchorage Municipal boundaries and approximately 15 lane-miles of State roadways in the Eagle River/Birchwood area. The State reimburses the Municipality its costs to perform the agreed maintenance.

In recognition of continually reduced funding and increased costs for road maintenance by the State and Municipality, steps must be taken to increase efficiency. Otherwise, service levels have to be lowered. Based on previous exchange or transfer of responsibility agreement experience, it was decided to explore the feasibility of the State contracting with the Municipality for maintenance of State roadways in Anchorage to determine if desirable efficiencies could be achieved. The proposed URM Contract would transfer all road maintenance responsibilities to the Municipality with funding provided by the State. The Municipality would maintain all State roadways between the intersection of the New and Old Glenn Highways near the Knik River Bridge to the north of Anchorage and the south side of the Placer River Overflow Bridge to the south of Anchorage. All State roads, drainage, illumination,

bridges, vehicular equipment and buildings would also be transferred. The Municipality would obtain existing stockpiles of sand, salt, signs lighting parts and other materials. Transfer of the responsibility for maintenance of the Girdwood and Birchwood Airports was also proposed but declined by the Municipality. The State would retain administration of seasonal weight restrictions, road conditions reporting, permitting of roadway work, and bridge inspection and structural maintenance. In consideration for this transfer of responsibility, the State proposes to pay the Municipality an amount equal to the State Maintenance and Operations Anchorage District FY 92 annual budget, less amounts for responsibilities not transferred and prospective administrative savings. The preliminary amount suggested for reimbursement to the Municipality is $6,339,000.

B. Issues and Questions

A key objective in the present study is to provide information and analysis to resolve the major issues and questions that have arisen during preliminary negotiation of the proposed URM Contract. These issues and questions are believed to be the following:

1. What differences exist between the annual budgets of the State and Municipal agencies by major categories such as personnel, equipment, overhead, contracted services, supplies and materials in total and on a per lane-mile cost basis? Why do the differences exist?

2. What differences exist between the service levels of each agency?

3. What efficiencies would result from the URM Contract in cost savings or service level improvements?

4. Will the efficiencies to be gained by the URM Contract be sufficient to meet the

precondition requirements of the State/Public Employees Local 71 Labor Agreement for subcontracting for services?

5. Is the URM Contract budget proposed by the State appropriate? If not, what adjustments are recommended?

6. Can the different service levels provided on similar Municipal and State roadways be continued by the Municipality under the URM Contract?

7. How will weather-affected cost variations be handled?

Because certain types of records which would be useful to the required analysis are not kept by either the State or Municipality, the information and analyses in the following sections provide varying levels of satisfaction to the questions and issues raised. In addition, there are some differences in record keeping between the organizations which limit the confidence of the analysis. The limitations are pointed out where pertinent.

II ANALYSIS

An overall understanding of the similarities and differences between the State and Municipal road maintenance programs is necessary to establish a basis for any analysis. The primary components that make up each program are the infrastructure, operational costs and budgets, and maintenance operations methods and policies. The following paragraphs describe the results of the component analysis. The conclusions derived are subsequently used to analyze the URM Contract.

A. Infrastructure Comparisons

There are important differences in the infrastructure maintained by the State and Municipality. The following table shows those most significant by category and amount:

Table 1

INFRASTRUCTURE COMPARISON

Category	State	Municipality
Freeways and Frontage Roads (lane-miles)	353.99	0
Arterial Streets (lane miles)	708.87	163.65
Collector Streets (lane-miles)	73.96	148.52
Local Roads and Streets (lane-miles)	0	1072.89
Total	1136.82	1385.06
Paved Roadway (lane-miles)	1109.53	1250.65
Gravel Roadway (lane-miles)	27.29	134.41
Underground Storm Drains (miles)	37	200
Oil and Grease Separators(each)	20	40
Street Lights(number)	< 500	5500
Bridges/Overcrossings(each)	93	8
Maintenance Vehicles(units)	90	210
Equipment Operational or Fleet Maintenance Facility Centers (each)	3	4

The Municipal roadway mileage is taken from the field physical inventory measurements obtained during the Summer of 1991 and is presented here by the general functional classifications listed in the Anchorage Official Street and Highway Plan (OS&HP). The State roadway mileage is taken from the physical inventory prepared as part of the database for the State's Pavement Management System.

Each category of streets and related structures listed in Table 1 requires different maintenance methodology and resultant costs. By inspection, it is readily apparent that the State and Municipal roadway systems vary significantly in composition by category. For example, whereas more than 1000 lane-miles or 90% of State roadways are freeways, frontage roads and arterial streets, less than 165 lane-miles or 15% of the Municipal system falls in this category. The balance of more than 1000 lane-miles of the Municipal system are local roads. The State pays the energy cost and maintains less than 500 street lights compared to more than 5,500 for the Municipality. Substantial differences also occur in the underground storm drainage systems. The impact of these infrastructure differences on each agency's budget and operations is analyzed in the following sections of this Study.

B. Analysis and Reconciliation of Budgets

To develop or analyze a budget for the proposed URM Contract, it was first necessary to understand the maintenance and operation costs incurred by the State and the Municipality for their present programs. Because of important differences in budgeting and cost allocation methods, some adjustments were required to each agency's cost and budget information to assure an "apples-to-apples" comparison. Once this was done, a comparative cost per lane-mile was computed and analyzed for each agency's program. This information in combination with an analysis of the infrastructure and operational differences becomes the basis for development of the URM Contract budget.

The following analysis is based on a review of the budgets for the State and Municipal organizations which are currently responsible for maintenance of roadways and related structures. To validate the budgets, they were compared to actual expenditure records for the current year-to-date and two prior years. The budgets reflect actual expenditures except for cost overruns due to abnormal weather conditions which is discussed in more detail under Part II, Section C - Operational Analysis and Comparisons.

1. **State Maintenance and Operations Budget** - The total amount of the State's FY 92 budget for the Anchorage Maintenance and Operation District is $7,845.600. Exhibit I shows adjustments to this budget to remove amounts for responsibilities not related to maintenance of roadways and appurtenances, and for geographic responsibilities outside the Municipality. These are the deductive adjustments that appear in Exhibit I. Also, additive adjustments were necessary for functions supporting the Anchorage District operations for which budgets are kept separately, and for other identified costs not included in the Anchorage District M&O budget for roadway and appurtenance maintenance. These adjustments result in a budget totalling $7,457,742. This amount was used as the basis for development of the State per lane-mile costs described later. It has also been used as a basis to develop the recommended URM Contract amount described in Part II, Section E - URM Contract Budget Analysis

2. **Municipal Maintenance and Operations Budget** - Appropriate portions of the Municipal FY 92 budgets for Public Works Street Maintenance and Traffic Engineering Divisions were used for this portion of the analysis. Because the responsibility for line striping, pavement markers and signs on State roadways would most likely be performed by the Traffic Engineering Division of Public Works, applicable portions of that budget have also been included. The total adjusted Municipal budget is shown in Exhibit II. The total budget amount of $18,584,310 was used as the basis for the Municipal per lane-mile costs described later.

Exhibit I

State of Alaska
Anchorage District Station Maintenance & Operations
FY 92 Adjusted Budget
To Include Only Anchorage Road Maintenance Responsibilities

Anchorage District FY92 Budget		$7,845,600
Additive and deductive adjustments (See notes below)		
1.	Whittier Airport	-14,866
2.	Birchwood Airport	-135,364
3.	Girdwood Airport	-56,470
4.	Silvertip Station	-792,584
5.	Portion of Regional Signal/Luminaire Crewman	-30,150
6.	Restricted Program Receipts	-50,000
7.	Proration of M&O Administration	160,000
8.	Proration of Personnel Support	14,738
9.	Proration of Supply Support	16,603
10.	Proration of Financial Support	25,235
11.	Self-Insured Losses	475,000
	Total Adjusted Budget	$7,457,742

Notes:

1. Whittier airport is outside the Municipality and not subject to transfer.
2.&3. Preliminary URM contract planning does not include transfer of the Birchwood or Girdwood airports.
4. Silvertip is outside Municipal boundaries.
5. This individual also services the Matsu and Peninsula Maintenance Districts.
6. This amount is budgeted reimbursable funds for third party damage to State facilities.
7. This is a proration to the Anchorage District of the Director's Office administrative support and supervision.
8. Proration of personnel support including payroll, leave accounting, recruitment, labor relations and general personnel services.
9. Proration of supply support including procurement of requested commodities and property items, inventory control, and contract awards.
10. Proration of financial support including processing vendor invoices, travel related claims, support for reimbursable agreements, processing and collecting damage claims, and other financial assistance.
11. From July 1989 until June 1992, the State has incurred losses totalling $1,207,081 for claims due to design and operational liability. This equates to approximately $413,856 annually. If claim adjustment costs are added, the loss is closer t $475,000 per year.

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Exhibit II
Municipality of Anchorage
FY 92 Road Maintenance Budget

	Traffic (Paint/ Signs)	Street Maint.	Total
Direct Costs:			
Personnel	$562,470	$5,883,950	$6,446,420
Supplies	137,530	990,000	1,127,530
Other Services	1,140	5,704,570	5,705,710
Capital	0	5,000	5,000
TOTAL DIRECT	701,140	12,583,520	13,284,660
Indirect Costs:			
Facility Maint.	63,830	426,320	490,150
Equipment Maint.	59,300	4,060,350	4,119,650
Admin.	39,540	802,950	842,490
Other	39,530	444,040	483,570
TOTAL INDIRECT	202,200	5,733,660	5,935,860
Less:			
Charges to Other Departments	-103,000	-166,010	-269,010
Contract Reimbursements	-78,700	-288,500	-367,200
TOTAL	721,640	17,862,670	18,584,310

3. **Indirect Cost Allocation Methodology Differences** - There are significant differences in the allocation of indirect costs between the State and Municipal budgets. Under the State budget process, only costs directly incurred by an organization are included in the organization's budget. Costs incurred by other organizations in support of the serviced organization are not included. For instance, costs for payroll, personnel, engineering, design and computer services, and allocation of the Commissioner's office's supervision do not appear in the District budget, but are considered direct costs within the servicing organization.

The Municipality, however, budgets both direct costs and indirect support costs within the serviced unit. The Municipality road maintenance budget reflects, then, the direct costs and all overhead and support organization costs necessary for performance of the required services.

To develop an all inclusive State budget comparable to the Municipality's, indirect support costs that can be practically identified have been included in the State budget. These are shown in Exhibit I as the costs for M&O Administration and Personnel, Supply, and Financial Support.

4. **Per Lane-Mile Cost Comparisons** - The adjusted budgets were used to develop the comparison of the per-lane mile costs for the State and Municipality as shown in Exhibit III. The costs were developed from each agency's adjusted FY 92 budget, prorated to specific maintenance activities based on actual FY 91 expenditures.

The cost per lane mile for maintenance of Municipal roadways is approximately twice that of State roadways. This is due to the difference in complexity of the roadway auxiliary features, such as street lights and storm drains, and because of the difference in maintenance methods and equipment required for different types of roadway classifications. This is explained in more detail under Part II, Section C - Operational Analysis and Comparisons.

Exhibit III

MAINTENANCE PROGRAM ANALYSIS

SEASONAL ACTIVITY (Description)	STATE (FY91 Actual)	MUNICIPALITY (FY92 Proposed)
Summer Maintenance - Includes asphalt leveling course, blading and dust control, crack seal and seal coat, ditching and storm drain repair and maintenance, litter and trash control, mowing and vegetation control, striping, and sweeping.	$815,994	$4,363,064
Winter Maintenance - Includes snow removal, ice control and avalanche control and removal.	$1,584,217	$7,118,327
Year Round Maintenance - Includes pavement repair and patching, pathway and sidewalk maintenance, signs, delineators and markers, inspections, fence and guardrail repairs, street lighting, bridge maintenance, utility payments, administration and leave, operator maintenance/equipment repair.	$5,057,531	$7,102,919
TOTAL BUDGET, FY91 ACTUAL	$7,457,742	$18,584,310
AVERAGE $/LANE MILE, ANCHORAGE DISTRICT	$6,560	$13,418

It would be most beneficial to the present analysis if the costs per lane-mile for different functional classifications of State and Municipal roadway were available. Comparisons could then be performed on streets that are similar in classification and function to both agencies (most collector and arterial streets). Unfortunately, neither agency currently keeps such records. There has not been a need previously for this information and it is arguably impractical to keep such records when equipment operations may pass over numerous different classifications during a work shift.

The MAC Study Team investigated the synthesis of costs per lane-mile by roadway classification, but found available information inadequate. The Municipal Public Works Department expended considerable effort in developing such a synthesis. It includes considerable cost detail for each type of roadway. However, the assignment of a specific amount to each cost category for a roadway functional classification is not supported by equally detailed operational analysis or cost records. It is questionable whether any such detailed synthetic analysis using available information would yield the necessary confidence in the results.

While it was not possible to develop a cost per lane mile comparison for similar State and Municipal roadways, the foregoing budget analysis provides a sound basis for understanding budget methodologies and identifying significant differences in costs which are necessary for preparation of a URM Contract budget.

C. Operational Analysis and Comparisons

This section provides an analysis of the various elements and issues that affect the road maintenance functions of both the State and the Municipality. However, before the individual elements and issues can be analyzed, it is important to develop a thorough understanding of how the infrastructure and the current roadway classification systems affect these elements and issues.

The current State and Municipal roadway classification systems are not compatible and make it difficult to compare the overall maintenance programs. Consequently, we have converted the current State roadways into classifications that match the classifications used by the Municipality. This allows us to group similar types of roadways into categories and permits a reasonable assessment of the similarities and differences between the State and Municipal roadways. The results of this reclassification have been summarized and appear in Part II, Section A, Table 1 - Infrastructure Comparison. Furthermore, Appendix A provides a detailed tabulation of the reclassified State roadways. In addition, Appendices B and C provide narrative descriptions of the physical characteristics of State and Municipal roadways, the major levels of infrastructure development, and a description of the frequency and level of seasonal maintenance activities.

These documents are the basis from which we performed our analysis of the elements and issues affecting road maintenance. Clearly, there are obvious and significant differences in the types of roadways maintained by the State and the Municipality. These differences are the driving force that dictates the type of personnel and equipment utilized, short and long term maintenance approaches, service levels and, ultimately, overall costs. Although these differences in infrastructure exist, the requirement to perform certain types of maintenance tasks are essentially identical, i.e. snow must be plowed, ditches must be maintained, pavement must be repaired, and street lights must be maintained.

These differing and similar conditions have been incorporated into our analysis of the elements and issues affecting roadway maintenance. We have addressed each significant element and issue independently in the following pages.

1. **Personnel** - Personnel costs, no matter which agency is reviewed, is the largest line item in the budget. Each agency's organization chart has similar functional work

units with only minor differences appearing in the area of the Street Lighting/Signs function. Each agency's mix of position skills and responsibility requirements is also similar.

An analysis of the impact of the proposed URM Contract on personnel costs indicates labor costs will not be significantly different for the Municipality to perform the transferred program with the same staff, methods and equipment. Conversion of State employees to the Municipal payroll would result in minor increases in labor cost for certain positions. However, because of differences in the standard hours per week worked by the State and Municipality, fewer Municipal positions are required which minimizes the cost increase due to transferred personnel. We estimate that three fewer Municipal positions will be required to achieve the same total manhours included in the State budget. Balancing the increase in labor costs against the need for three fewer positions results in an overall increase in annual personnel costs of about $70,000.

Under the initial URM Contract, the State indicated there were four positions, two management and two administrative, that would be unnecessary to transfer to the Municipality. Funds for these four positions were not included in the initial URM Contract and represented potential cost savings resulting from the consolidation. We agree the two management positions are duplicative and do not need to be transferred. However, we feel the two administrative positions will be required since the administrative tasks associated with these positions will continue, regardless of which entity is providing maintenance services. Thus we feel it is inappropriate to withhold the funds for these positions. If the State chooses not to transfer the employees themselves to the Municipality as a part of the URM Contract, then they should agree at least to transfer appropriate funding to allow the Municipality to hire the necessary administrative personnel.

On an annual basis, the Municipality incurs more overtime cost (as a percentage of

total personnel costs) than the State. The State has maintenance crews scheduled to work seven days per week, whereas the Municipality has only five days per week coverage. As result, if a weekend response is required due to environmental events, such as snowplow or drainage control, the Municipality must incur overtime. The State may not have to incur this additional cost if scheduled crews are sufficient to respond. Although both approaches appear to have served each organization quite well in the past, the incompatible nature of the work schedules will need to be resolved prior to effecting the transfer to the Municipality. We understand the Municipality is currently experimenting with alternate work schedules and we believe this is an issue that can be easily resolved.

2. **Equipment Utilization** - The State equipment utilization is based upon the premise that the number of "rolling stock" units is kept to a minimum, and each base unit's platform utilization is maximized by the application of different seasonal attachments. For example, a heavy-duty truck chassis is used as a dump truck during the summer season, but is converted to a sander/belly blade unit for the winter season. Similar utilization is made of light and medium duty trucks, such as flatbed/boiler thaw truck conversions.

By applying these principals to the maintenance equipment fleet, the State has kept its costs to a minimum. The Anchorage District has about 90 pieces of "rolling stock" (trucks, trailers, graders, loaders, etc) plus numerous seasonal attachments, which cost approximately $ 104,000 per month for amortization and operating expenses. The Municipality's Street Maintenance Division, on the other hand, has over 200 similar pieces of "rolling stock" at a monthly cost of about $305,000.

Several factors must be considered when analyzing the differences between State and Municipal equipment fleets. The types of roadway each maintains must be reviewed to understand the specific equipment requirements for maintenance. Issues such as traffic volumes, operating speeds, hours available for routine operations, and even

political pressures make some routes inherently more expensive to maintain, no matter which agency performs the work.

Equipment utilization efficiencies should be similar since the types and even brands of equipment actually used are similar. Comparison of the unit costs for similar units between the State and Municipality does not indicate a significant price difference, yet the Municipality has higher average costs associated with its own fleet. (Average cost per State "rolling unit" is $1,155 per month while the average cost per Municipal "rolling unit" is $1,452 per month.) This price difference appears to be a result of the Municipality utilizing a greater proportion of higher priced equipment in its fleet than does the State. The following table reflects that observation.

Table 2
COMPARISON OF EQUIPMENT MIX

	STATE		Municipality	
CLASSIFICATION	Number	%	Number	%
Grader	6	7	29	14
Dump truck	14	16	50	24
Light/medium duty trucks	33	43	44	21
Snow blower	1	1	11	5
Asphalt distributor	2	2	5	2
Boiler unit	4	4	11	5
Loader	7	8	10	5

The difference in operating characteristics of the roads is also a major factor effecting the equipment fleet's mix. The Municipality has approximately 12% of its network with operating speeds under 30 MPH, while the State has more than 90% of its roads with

operating speeds of over 30 MPH. The State has almost no on-street parking to contend with, while the Municipality has a significant portion of its routes with on-street parking.

A review of the work tasks each agency performs also emphasizes the need for the Municipality to have a higher percentage of more expensive, slower speed units in order to adequately perform. Summer grading, dust oiling and other gravel road maintenance activities require more effort with graders and oil distributor trucks. The State has only 27 lane miles of roads with gravel surfaces which require grading and dust control efforts, whereas the Municipality has 134 lane miles of roads with gravel surfaces. Consequently, the Municipality has a need for more pieces of equipment, which work effectively at low speeds, to produce the desired result. As a result of the speed at which many of its operations occur, the State is able to provide an adequate level of maintenance at a lower cost per mile than the Municipality, which impacts the equipment fleet's vehicle mix and subsequent costs.

It is apparent that the existing State equipment fleet is adequate to serve the State highway system under the URM Contract at the same level of service it presently receives. The actual determination as to whether or not the existing equipment fleet is sufficient for the Municipality to maintain the State system depends upon whether the Municipality is willing to accept the current service level established by the State. If the Municipality doesn't make any significant changes to the current level of service being provided, then the equipment identified to be transferred would be appropriate for the work to be performed. If, however, there are significant changes, the Municipality would have to change the fleet size and composition commensurate with the proposed service level changes.

Currently, the Municipality does not have capacity to handle any additional heavy equipment maintenance at its Bering Street maintenance facility. Due to a recent fire, the State is using the Alaska Army National Guard maintenance facility on East Tudor

Road for heavy duty maintenance. The State is in the process of design and reconstruction of the fire-destroyed facility. The new facility will provide adequate maintenance capacity.

In summary, we believe the current equipment fleets, equipment utilization and maintenance programs, and operating costs are appropriate to support the overall road maintenance program. With the exception of possible reassignment to alternate home base locations to take advantage of route efficiencies, we believe the transfer of the State's equipment fleet and program to the Municipality will support the ongoing needs of the Anchorage roads and will provide added opportunities to improve on the current overall program.

3. **Supplies** - Initially, the existing supply budgets for State and Municipality appear to result in different per lane- mile costs for supplies. However, upon further analysis, and reconciliation of cost categories that appear in one budget but not the other, the actual total supply budget for the State and the Municipality is almost equal on a per lane-mile cost basis. Both the State and the Municipality use similar supplies and application rates.

4. **Contracted Services** - Both the State and Municipality use contracted services to supplement their own maintenance efforts. In fact, many of the tasks performed by each agency is based upon contracted services. Contract services such as snow haul are considered to be a critical element in the program effort by both the State and Municipality. The State contracts snow removal on its Hillside roads and supplements its efforts with contractors in Southwest Anchorage as its primary response strategy. The State contracts the majority of its sweeping effort annually while the Municipality contracts sweeping as an enhancement to an intensive scheduled effort. These efforts should be continued under the URM Contract and pose no problems or concerns.

5. Rehabilitation/Reconstruction Programs - The basic philosophy as to when a roadway is to be "rehabilitated" or when it is to be "reconstructed" is inherent in the level of maintenance performed on a preventative basis, such as crack sealing, chip sealing, and other maintenance efforts which extend the service life of the pavement. Notwithstanding a difference in these philosophies between the State and Municipality, both have significant programs in place to identify and incorporate major rehabilitation and reconstruction projects. Identification of the needs, securing funding for these needs, and actually completing the projects occur over a substantial period of time.

The primary method by which the State funds these projects is through the Federal Highway Administration (FHWA) matching program, whereby the State pays for only about 10% of the actual road costs. Through the AMATS process, the State relies upon the Legislature for the capital project monies, in conjunction with the FHWA match program. The State receives very little State-only monies for road construction for the Anchorage area.

Also, under the AMATS program, the Municipality receives some monies as pass-through from the State and FHWA, but the bulk of the Municipality's capital project monies are received from the State Legislature and combined with local bond funds. The actual percentage expended varies depending upon the price of oil and the largess of the Legislature.

State programs have included such items as simple overlay projects on some highways, major reconstruction of existing roads, and construction of new facilities, such as the Glenn Highway. The Municipality has spent much of its capital monies in the last two years on chip seal, overlay and reconstruction projects on local streets. State and Municipal scheduled projects for the next several years include items ranging from simple intersection safety projects and pavement rehab projects in the Anchorage bowl area, to major construction projects such as the $50 million Seward Highway realignment project.

There is a direct correlation between pavement surface condition and the cost of routine pavement maintenance and riding comfort. Preventative measures such as crack-sealing and drainage maintenance have a major impact on the life of the roadway surface. If this preventative maintenance is deferred, pavement life is shortened and major maintenance such as pothole patching, section replacement and pavement overlays become necessary at considerable additional cost. In addition, as the surface nears failure, riding comfort is seriously degraded. Eventually, major reconstruction, including base replacement in many instances, becomes necessary much sooner than with adequate maintenance. For the most part the State subscribes to the use of deferred maintenance with the resulting shortened pavement life. This policy results, in part, from the difficulty in obtaining adequate funds for preventative maintenance activities. The policy is further encouraged because preventative maintenance activities are 100% State funded while pavement reconstruction projects are generally eligible for 95% Federal funding. Recent changes in Federal Law may result in some funds for preventative maintenance, but this program is not yet in effect.

Because the cost of pavement maintenance drastically increases with reductions in preventative maintenance activities, the condition of State paved roadways transferred under the URM Contract is of major concern to the Municipality. Significant future decreases in pavement condition will greatly increase maintenance costs. Assurance that the State will provide sufficient capital funding for reconstruction of deferred maintenance roadways to maintain or improve current system conditions is essential.

Through its Coordinated Data System (CDS), the State keeps an inventory of surface conditions for all paved roadways in the State. The inventory includes critical performance parameters and pavement conditions such as surface cracking, deformation, and riding comfort, among others. Surfaces are rated on the following scale:

Relative Pavement Condition	Rating
Very good	.9 - 1.0
Good	.8 - .89
Fair	.65 - .79
Poor	.4 - .64
Very Poor	< .4

With recent capital improvement projects in the Anchorage District, overall pavement condition has risen from Fair to Good. The goal of the proposed State 6-year Capital Improvement Program is to maintain an overall system rating of .85 (Good).

In order to ensure that adequate maintenance is performed on State roadways the State must be willing to continue to provide adequate capital funding for reconstruction/rehabilitation programs. Furthermore, the mechanism utilized to determine when reconstruction/rehabilitation should occur must be incorporated into the URM Contract. We recommend that the State's relative pavement condition inventory program be continued and utilized as a control mechanism. In addition, no portion of roadway exceeding one-half mile in length should have a rating of less than .75. If below minimum ratings occur in either of the above situations, the State should contribute additional funds for maintenance of the substandard roadways. Further, the present biennial inventory frequency should be increased to an annual function to provide an early warning of problems.

6. **Abnormal Weather Impact** - Abnormal weather conditions such as unusually dry or wet weather over a lengthy period or large snow accumulations, such as occurred this past winter, can result in significant maintenance cost overruns. Because of continuing pressure to reduce budgets, neither organization can afford to budget for weather contingencies. As a result, the State and the Municipality must seek additional appropriations or reduce services to keep from exceeding budgeted funds.

The Municipality received from the Municipal Assembly in 1991 and again this year additional maintenance funds to cover winter maintenance budget overruns. These supplemental appropriations were approximately $800,000 or 5% of each years original budget.

The State budget suffers the same weather impacts. The state has overrun its Anchorage and Girdwood overtime/premium time budget for FY 92 by more than $240,000. Similar overruns have occurred in contract plow and hauling activities. The State has received an appropriation from the State Legislature to cover the overruns.

Because of the State and Municipal policy of funding for the average seasonal weather-activity levels, the need to look for additional funds will occur frequently. To effect the URM Contract, the State must commit to a process which allows the Municipality access to supplemental State appropriations to cover the cost of dealing with abnormal weather impacts. This will be an ongoing requirement that must be incorporated in the URM Contract.

7. Service Level Comparisons

A review of the operation and maintenance plans for the State and Municipality reveal differences in services levels for certain maintenance activities. Winter snowplows and surface maintenance are the key activities.

Because of the differing priorities regarding initial plowing of a roadway, some differences may be observed on comparable State and Municipal roadways. The State's initial focus is on snowplowing of the Seward and Glenn Highways, whereas the Municipality's priority is on their arterial and collectors, most of which are "snow routes.". Except when heavier snow conditions warrant and plowing contractors are called out, State maintained arterial and collector streets may be 5 to 10 hours behind Municipal operations on similar streets. It does not appear that this difference is

significant except when snow continues to accumulate for several days or at high rates. Typically, the State improves its response in these situations through additional contract equipment and manpower. In most cases, all major roadways are plowed out in 18 to 24 hours, which has been a generally acceptable time frame. Although some Municipal personnel argue that the State's current level of service is inadequate, our observation is that both the Municipality's and the State's service levels are acceptable and can be maintained or improved under the URM Contract.

Surface maintenance by the State relies on major capital reconstruction projects to rejuvenate roadway surfaces. This is evidenced by less frequent crack sealing, no major patching funds, and generally less intensive surface preventative maintenance efforts. As was discussed previously, this policy is likely the result of inadequate budgets and a heavy reliance on Federal matching grant funds for reconstruction. Unfortunately, such roadways typically are near failure in the few years before a scheduled reconstruction project, with more frequent failure-response maintenance activities required. Although this program may not be considered ideal, it certainly can be maintained under the URM Contract if the State continues to provide funding. We do not consider the resulting service level to be unacceptable.

During 1990 and 1991, the Municipality commenced and completed most of the planned surface reconstruction projects it began. These projects are designed to provide an ongoing preventative maintenance program which produces an acceptable level of service for road surfaces. Based upon the current program, the Municipality is generally keeping up with pavement surface requirements. We believe that, although the service level may vary over time, both the State and Municipal approaches to surface maintenance are acceptable and can be continued under the URM Contract.

D. Efficiencies of a Combined Responsibility

A number of benefits will accrue to the State, the Municipality and the residents of Anchorage by implementation of the proposed URM Contract. These benefits include the potential for overall improvement in service levels and economies of operation. In addition, a consolidated operation will reduce confusion about road maintenance responsibilities and improve the response to public inquiries. Specific benefits include the following:

1. **Route Efficiencies** - Presently, State maintained routes are intermixed with Municipality maintained streets. This is inefficient, particularly during winter snow removal and sanding, because frequently one organization's equipment must travel over the other's routes, which may also be in need of attention, to get to its work area. The term "high-blading" is commonly used to describe this activity. Inspection of an Anchorage area map showing State and Municipal maintained roads will discover numerous high blade routes for both agencies. Combining road maintenance responsibility under one organization will greatly reduce high-blading, by allowing efficient maintenance route planning. An exact determination of the potential savings requires a detailed analysis (which is beyond the scope of our contract) of the operations of each organization and the combined operations. In lieu of a detailed analysis, we estimate that operational savings between 1% and 3% of the combined annual budgets of both organizations or $250,000 to $750,000 will be realized from route efficiencies if the URM Contract is implemented.

2. **Administrative Efficiencies** - Transfer of maintenance responsibilities to the Municipality would result in some immediately identifiable administrative personnel savings. It will not be necessary to transfer the State Anchorage District Maintenance Superintendent to the Municipality. This function will now be performed by the Municipal ARDSA Superintendent. In addition, other functions for which the Anchorage District Superintendent is responsible can be transferred to other districts

or functional units without significant impact. The vacant Assistant District Superintendent position reporting directly to the Anchorage District Superintendent is surplus and can be eliminated. The personnel savings alone to the State for elimination of these positions is more than $145,000.

3. **Maintenance Station Locations** - The State currently operates and maintains its equipment for Anchorage operations at the State Army National Guard complex on East Tudor Road near Boniface Road. The Girdwood station maintains all roadways south of the Potter Way Station. The Municipality operates out of the Metro station at 3rd Avenue and Post Road, the Kleop station at Northwood Drive and International Airport Road, and at the Klatt Station on Klatt Road at Lang Drive. Combining all four Anchorage Bowl facilities will provide optimum coverage within the Bowl and significantly reduce travel/high blade time. In general, travel to and from work locations would be reduced by at least 50% for State routes. Assuming a reduction in travel time lost each day by one-half hour would yield an annual labor savings of approximately $120,000.

4. **Work Hours** - Maintenance crews for the State and the Municipality both work a four day week. However, State crews currently work a 37.5-hour week, whereas Municipal crews work a 40-hour week. Conversion of State personnel to the Municipal 40-hour work week will result in an approximate $34,000 annual savings because a smaller percentage of the work week is lost to non-productive equipment startup and travel time to and from work locations.

5. **Public Perception** - Thought not significant financially, the performance of all road maintenance by one agency will be a very beneficial public relations action. Public confusion about whom to call with road maintenance problems will be eliminated. In addition, we believe most taxpayers would view combining the operations as an obvious cost effective decision.

In the foregoing paragraphs, most of the efficiencies have been described as resulting in some cost savings, the total of which is $550,000 to $1,050,000. Reduction in manpower and equipment utilization would be required to effect this savings. An alternative is to utilize this same manpower and equipment to increase services levels. Additional manpower and/or equipment can be used, for instance, to improve response time for snow removal or for additional required crack sealing. Doing so would also help mitigate the Municipality's concerns about the feasibility of a combined operation with differing service levels for certain types of operations on State and Municipal roadways. For example, the additional capacity could be used to speed up snow removal on State arterial and collector streets to more closely match the scheduling on similar Municipal streets. From a practical standpoint, some combination of reduced manpower/equipment and increase in service levels will prove to be the most optimal approach to implementation. Regardless of the exact approach, the fact remains that either costs will be reduced and/or service levels will improve and that the public will benefit in either case.

E. URM Contract Budget Analysis

Reconciliation of the differences between the Municipal and State budgets to perform the URM Contract is critical to the future of the URM concept. The State's preliminary budget is $6.3 million and the Municipality's is approximately $18.3 million, a difference of nearly $12 million. These budgets include funds for all road maintenance activities described in the proposed URM Contract, not including the Birchwood and Girdwood Airports. Although these budgets appear to have significant differences, once they are broken down into comparable elements and the methodologies are analyzed, the majority of the differences disappear. In the following paragraphs the basis for the two budgets are analyzed and a reconciled budget amount is proposed.

Over the last several years the Municipality has developed a model for estimating the cost per lane-mile to operate and maintain Municipal roadways. This same model was

used by the Municipality for estimating the costs to operate and maintain URM Contract roadways. Using the model, the Municipality estimated that it would cost over $18 Million to maintain the State roadways. This results in an average cost of about $15, 000 per lane mile. The Municipality's actual cost to maintain the current municipal roadways is about $13,500 per lane mile. In comparison, the State's actual cost to maintain state roadways is about $6,600 per lane mile. The actual costs incurred by both the State and the Municipality strongly suggest that the Municipality's estimated cost to maintain State roadways is excessive. Furthermore, we believe the use of the Municipality's cost model is an inappropriate method to arrive at a realistic cost estimate. This conclusion is further supported by a number of observations and analyses.

First, based on our analysis of the differences in infrastructure and operations discussed in previous paragraphs, it is not reasonable to expect the State roadways to have a higher per lane-mile cost than Municipal roadways. In fact, one would expect the State roadways to cost considerably less in unit maintenance costs. There is simply not as much infrastructure (street lights and storm drains, for instance) per lane-mile to maintain. Second, as noted previously, State roadways allow much higher equipment operating speeds, with less expensive equipment, compared to Municipal roadways. We believe the per lane mile cost developed by the Municipality for State roadways is overstated in part because of a lack of information about the details of the equipment and methods used by the State. Finally, neither agency keeps records with the detail necessary to determine with reasonable certainty the per lane-mile costs for different functional categories of roadway, such as freeway, arterial, collector, or local streets. In summary, we believe these issues make it inappropriate to use the Municipal model to realistically estimate the cost of maintaining State roadways.

We believe that the actual costs incurred by the State to maintain roadways is a more appropriate basis from which to develop a realistic URM contract budget. Although

some adjustments are required to fully estimate the cost of transferred responsibilities, the actual costs are a much more reliable base from which to work than the Municipal model.

The State FY 92 budget adjusted to include only roadway related maintenance in the Anchorage District is $7,457,742. This amount was computed as shown in Exhibit I. Adjusting for responsibilities not transferred, the URM Contract budget becomes $6,807,842 as shown in Exhibit IV. This figure assumes that the State will pay design and maintenance claim losses directly as they occur and thus funds will not be transferred to the Municipality. Although there will be additional costs associated with conversion of State personnel to Municipal pay scales and additional indirect costs, both totaling approximately $200,000, they could be offset by the portion of the combined administrative and operational efficiency savings ($550,000 to $1,050,000). We recommend that the $145,000 in savings available by not transferring two State management personnel remain with the State as it's share of the overall savings. The resulting URM Contract budget of approximately $6,663,000 would be sufficient.

It is recommended the balance of the prospective savings ($405,000 to $905,000) be retained by the Municipality to minimize service level differences and other as yet undetermined operational impacts.

F. Contracting Preconditions of Union Agreement

Nearly all State positions whose functions would transfer under the URM Contract are represented by the Public Employees Local 71 (AFL-CIO). Contracting of these functions by the State to the Municipality is subject to satisfying specific provisions of the current labor agreement between the State and Local 71.

Article 7 of the labor agreement requires a contractor engaged by the State to pay the hourly wage rates and minimum benefits established in the agreement. The article

Exhibit IV

State of Alaska
Anchorage District Maintenance & Operation
FY 92 Budget Adjusted for URM TORA Responsibilities

Anchorage District FY 92 Adjusted Budget (from exhibit I)		$7,457,742
Deductions for Retained Program Responsibilities:		
1. Avalanche Management	(65,800)	
2. Avalanche Ammo/Equipment/Gun Lease	(35,000)	
3. Railroad Crossing Maintenance/Permit	(40,000)	
4. Risk Management	(29,100)	
5 Right of Way Management	(5,000)	
6 Self-Insured Losses	(475,000)	
Deductions Subtotal		(649,900)
Total Adjusted Budget		$6,807,842

Adjustments rationale (numbers correlate to above line item numbers):

1.&
2. Avalanche management and operation functions will remain with the State.

3. This is a chargeback to the State for Alaska Railroad crossing maintenance Payments will continue to be budgeted and paid by the State.

4. These are funds necessary to adjust claims against the State for facility design and maintenance liability. To avoid split liability for design and maintenance responsibilities and because URM TORA costs are to be paid by the State, this amount is deducted from the budget.

5. This is budgeted funding for right-of-way permit issuance and management. This function is to remain with the State.

6. These are funds to pay claims described in 4.

also stipulates a cost-efficiency study be conducted and "unless such study shows that the work can be performed by the contractor or subcontractor with less cost to the Employer, no probationary/permanent employee shall be laid off and replaced by contracted or subcontracted work."

Both of these preconditions for the URM Contract would be met. Conversion of the transferred State personnel to the Municipal system would result in the same or in many cases increased hourly wage rates and benefits. As described previously in Section II-E, URM Contract Budget Analysis, the recommended URM Contract compensation to the Municipality is approximately $145,000 less than the State's cost to perform the transferred responsibilities. This satisfies the requirement to show a cost savings resulting from contracting the services.

G. Funding of URM Contract

Future security of funding sources for payment of the annual URM Contract budget is important. Currently, the Anchorage District M&O budget is part of the Department of Transportation Southcentral Region overall operating budget. As such, it must compete with other Department operations for a share of the continually shrinking total annual legislative appropriation for operations. Changes in priorities and an overall decrease in funding has reduced the Anchorage District M&O budget over the years.

In recognition of the importance of future funding of the URM Contract, the State plans to seek funds for the Contract under a separately identified line item in the Department budget. This increased visibility should improve future funding security. Furthermore, with the understanding that the appropriation will be to fund a contract and contract payments must be made to avoid a breach of the contract, the state should be more committed to ensuring the continuity of funding.

In addition, there is a proposal under consideration to create a Dedicated Fund which

would provide additional monies for transportation maintenance, operations and improvements to the State and local governments. These additional amounts would come from transportation user taxes (such as motor fuel taxes), and would be restricted to transportation maintenance, operations and improvements. These "dedicated" funds would provide improved funding security for transportation programs in the State, including the URM Contract.

III. CONCLUSIONS AND RECOMMENDATIONS

Based on our Study Team's review of available information, discussion with knowledgeable State and Municipal road maintenance personnel, and the foregoing analysis, MAC recommends continued negotiation and implementation of the proposed Unified Road Maintenance Contract. First of all, it makes good economic sense. Having two separate agencies responsible for similar, overlapping road systems in Anchorage is inherently inefficient and an unnecessary waste of public funds. We have identified $550,000 to $1,050,000 in administrative and operational savings to be gained through the URM Contract. Further, response to service requests from the public will be improved by removing the confusing separation of road maintenance responsibility. The citizens will also likely perceive the URM Contract as a desirable action saving their taxpayer dollars and resulting in improved service.

In our analysis, we found minimal differences in service levels provided by the State and Municipality . These differences will likely be corrected and absorbed through the efficiencies to be gained by consolidation of the operations. Based on the assessment that the current personnel, equipment, supplies and method of operation by the State Maintenance and Operations for the Anchorage District is satisfactory, a preliminary URM Contract initial annual budget of $6,663,000 is recommended. This budget will require adjustments for inflation to adjust to fiscal year 1993 and future years.

The recommended budget of $6,663,000 is approximately $145,000 less than the estimated cost for the State to perform the URM Contract work. As such, it satisfies the precondition for contracting the work stipulated in the State's agreement with Public Employees Local 71. The key requirement of this precondition is that unless a ". . . study shows that the work can be performed by the contractor or subcontractor with less cost to the Employer, no probationary/permanent employee shall be laid off and replaced by contracted or subcontracted work."

The State has proposed transfer of the Birchwood and Girdwood airports to the Municipality under the URM Contract. However, the Municipality has declined this transfer. We recommend the Municipality take a second look at this situation. We believe it would be most efficient to maintain the two airports under the URM Contract. State M&O personnel currently maintain roadways and airports as a combined responsibility. With only a few differences, the manpower, equipment and methods are identical in maintaining the two types of facilities. It would be inefficient for the State's Anchorage Maintenance and Operations District to be left with just two airports to maintain.

ISSUES TO BE RESOLVED

There are a number of issues identified during the study that must be resolved during negotiation of the URM Contract. Failure to resolve these issues will most likely stop negotiations. These issues and recommendations for their resolution, are described in the following paragraphs.

Timely Rehabilitation/Reconstruction of State Roadways. The State's deferred maintenance policy results in roadways having generally shorter lives than Municipal roadways. These deteriorating roadways must be rehabilitated in a timely manner to avoid extraordinarily high maintenance costs. It is recommended that the State's

pavement management system be used to monitor road conditions and specific roadways to assure reconstruction and rehabilitation efforts are keeping up with deteriorating conditions. Minimum standards described earlier for roadways must be achieved through timely reconstruction by the State. The process will require the State and the Municipality to establish an ongoing Capital Improvement Program funded by the State to maintain roadways in an acceptable condition. This process presently exists through the Anchorage Metropolitan Area Transportation System (AMATS) and technical committees. AMATS allows the State and the Municipality to jointly decide on the priorities and amounts for public funded roadway construction and reconstruction throughout Anchorage's transportation system.

Perception of Differences in Service Levels. There has been considerable concern expressed by the Municipality regarding differences in service levels on specific activities between the State and the Municipality. We agree that some differences in levels of service exist on pavement surface maintenance and snow and ice removal between the Municipality and the State. The State performs less routine preventative pavement maintenance, relying more on major rehabilitation or total reconstruction. The Municipality, on the other hand, has an extensive program of maintenance to extend the life of the pavement structure. However, as long as the State agrees to rehabilitate or reconstruct the roadways as required, we believe either approach is acceptable and the difference in service levels will not adversely affect the overall goal of having functional roadways.

A similar situation exists for snow and ice removal. The Municipality normally completes this activity on its arterial and collector streets as part of its snow route system some time before the state has completed these same activities on its collector and arterial streets. Our observations indicate that the actual differences in time, on a system wide basis, are usually only a matter of a few hours. We are confident there will be sufficient operational efficiencies realized by combining these responsibilities under the URM Contract to accelerate snow removal on State routes

and thus reduce any perceived differences in service levels.

Abnormal Weather Conditions. The State and the Municipality typically budget for operations associated with average weather conditions. If unusual conditions occur, such as the heavy snowfall this past winter, expenditures may exceed budgeted amounts for activities associated with those conditions and may cause an overall budget shortfall. In such cases, the State and Municipality typically seek supplemental appropriations from their respective legislative bodies. Under the URM Contract, it will be necessary for the State to seek supplemental appropriation to cover such budget overruns by the Municipality. Appropriate mechanisms and controls will have to be established to deal with abnormal weather conditions.

URM Contract Termination. Both the State and the Municipality have expressed concern regarding termination of the URM Contract at some future time. Under the URM Contract, selected State personnel, equipment, and supply stockpiles would be transferred to the Municipality. The State would be left without the capacity to perform roadway maintenance work if the contract were terminated. Termination of the contract would require transfer of personnel, equipment and supplies back to the State, which would be at least as involved and time consuming as negotiating and implementing the original transfer. Importantly, the required budget would be as large or larger than the URM Contract budget and service levels would likely decline on State routes. As a result, we do not believe it is practical to consider termination of the URM Contract once the initial transfer to the Municipality has been made. Both the State and the Municipality should enter into this agreement with the understanding that it is a "one way street" and that contract termination and transfer of road maintenance responsibility back to the State is not a viable option.

Each of the foregoing described issues can be resolved through negotiation and an increased understanding by each organization of the other's methods of operations and costs. All our contacts with both staffs indicated a positive attitude and a

willingness to continue with resolution of differences. We are confident that with this shared attitude, and concerted efforts by the State and the Municipality, that a successful Unified Road Maintenance Contract will be negotiated.

APPENDICES

STATE ROUTE INVENTORY, BY CLASSIFICATION

FREEWAYS, RAMPS AND FRONTAGE ROADS

ROUTE	FROM	TO	EQUIVALENT LANE MILES (12' WIDE X 5280'LONG) Gravel	Paved
New Seward Hwy Rabbit	Creek Rd I/C	36th Av		70.60
Minnesota Drive	O'Malley/Old Sewar	Int'l Airport Rd		32.13
Glenn Hwy	Bragaw St	Knik River Bridge		251.26
Total lane miles			0.00	353.99
Total lane miles				353.99

MAJOR ARTERIALS, CBD

ROUTE	FROM	TO	EQUIVALENT LANE MILES (12' WIDE X 5280'LONG) Gravel	Paved
A Street	3rd Ave	15th Ave		3.75*
C Street	3rd Ave	15th Ave		3.75*
I Street	5th Ave	15th Ave		3.13*
L Street	5th Ave	15th Ave		3.00*
Ingra Street	5th Ave	15th Ave		3.00*
Gambell Street	5th Ave	15th Ave		3.00*
5th Ave	Medfra	L Street		5.25*
6th Ave	Medfra	L Street		5.25*
Total lane miles			0.00	30.13
Total lane miles				30.13[1]

* Owned by State, Maintained by MOA under Exchange of Route agreement, winter maintenance only

** Owned by MOA, Maintained by State under Exchange of Route agreement, winter maintenance only

[1]Includes 30.13 lane miles * roads, 0 lane miles ** roads

STATE ROUTE INVENTORY, BY CLASSIFICATION

MAJOR ARTERIALS, NON-CBD

ROUTE	FROM	TO	EQUIVALENT LANE MILES (12' WIDE X 5280'LONG) Gravel	Paved
New Seward Hwy	Ingram Creek	Rabbit Creek I/C		140.82[a]
A/C Bridge	3rd Ave	Oceandock Rd		2.39*
Oceandock Rd	A/C Bridge	Gull Ave (Port)		2.13*
15th Ave	Orca St	L Street		5.25**[a]
A Street	15th Ave	Tudor Rd		9.06
C Street	15th Ave	Tudor Rd		9.06
C Street	Tudor Rd	Dimond Blvd		9.56
Minnesota Dr	15th Ave	Int'l Airport Rd		29.12
Ingra/Gambell	15th Ave	20th Ave		2.60
New Seward Hwy	20th Ave	36th Ave		8.50
Arctic Blvd	Fireweed Ln	Raspberry Rd		11.50**
Arctic Blvd	Raspberry Rd	Dimond Blvd		2.68**
Airport Hts Rd	Glenn Hwy	DeBarr Rd		2.43
Lake Otis Pkwy	15th Ave	Northern Lights		3.25**
Lake Otis Pkwy	Northern Lights	Tudor Rd		5.58
Boniface Pkwy	Elmendorf AFB	Glenn Hwy		1.76
Boniface Pkwy	Glenn Hwy	Tudor Rd		16.56[a]
Muldoon Rd	Elmendorf AFB	Glenn Hwy		1.23
Muldoon Rd	Glenn Hwy	36th Ave		12.04
Tudor Rd	Muldoon Rd (36th Ave)	Minnesota Dr		36.14
5th Ave	Medfra	Airport Hts		5.40
Glenn Hwy	Airport Hts	Bragaw		3.68
15th Ave	Orca	Airport Hts		2.08**
Debarr Rd	Airport Hts	Muldoon Rd		16.80
Northern Lights Blvd	Muldoon Rd	Lake Otis Pkwy		16.70**
Northern Lights Blvd	Lake Otis Pkwy	LaTouche		5.00
Northern Lights Blvd	LaTouche	LaHonda		13.21[a]
Benson Blvd	LaTouche	Lois Dr		9.20
Fireweed Ln	New Seward Hwy	Spenard Rd		5.25[a]
Dimond Blvd	Hartzell Rd	Sand Lake Rd		28.74
Raspberry Rd	Minnesota Dr	Jewel Lake Rd		5.50
Loop Rd	A/C Bridge	Elmendorf AFB		3.00*
Bragaw Rd	Tudor Rd	University Dr		2.97*
International Airport Rd	Homer Dr	AIA		25.56
Reeves Blvd	5th Ave	Post Rd		4.10*
Post Rd	3rd Ave	Elmendorf AFB		6.80*
Jewel Lake Rd	Dimond Blvd	Int'l Airport Rd		10.56
Old Seward Hwy	New Seward Hwy	Dowling Rd		37.29
Old Seward Hwy	Dowling Rd	32nd Ave		8.82**
Old Glenn Hwy	New Glenn Hwy	N. ER access		6.88
Total lane miles			0.00	529.20
Total lane miles				529.20***

*** Includes 21.39 lane miles * roads; 50.28 lane miles ** roads

* Owned by State, Maintained by MOA under Exchange of Route agreement, winter maintenance only

** Owned by MOA, Maintained by State under Exchange of Route agreement, winter maintenance only

[a] Avalanche control work performed by State; all snow removal to be performed by MOA under proposed TORA

[a] Roadways normally have snow hauled as first response-not adequate storage area.

STATE ROUTE INVENTORY BY CLASSIFICATION

MINOR ARTERIALS

ROUTE	FROM	TO	EQUIVALENT LANE MILES (12' WIDE X 5280'LONG)	
			Gravel	Paved
Alyeska Rd	Seward Hwy	Lodge		8.79
Abbott Rd	Hillside Rd	Lake Otis Pkwy		8.29
Abbott Rd	Lake Otis Pkwy	Hartzell		2.00**
Abbott Loop Rd	Abbott Rd	E. 68th Ave		3.00
Birch Rd	Huffman Rd	Abbott Rd		4.23
Birchwood Loop Rd	Old Glenn Hwy (South)	Old Glenn Hwy (North)		18.45
Bragaw Rd	Huffman Rd	O'Malley Rd		2.75
DeArmoun Rd	Seward Hwy	Hillside Dr		10.23
Dowling Rd/Potter Dr	Arctic Blvd	Lake Otis Pkwy		5.60
E 68th Ave	Lake Otis Pkwy	Abbott Loop Rd.		3.17
Eagle River Rd	Old Glenn Hwy	Visitor's Center		30.88
Eagle River Loop Rd	Old Glenn Hwy	Eagle River Rd		4.39
Hartzell Rd	Lake Otis Pkwy	88th Ave (Dimond)		3.20**
Hiland Rd	Glenn Hwy	MP 3.7	8.51****	
Hillside Dr	DeArmoun Rd	Abbott Rd		7.89
Huffman Rd	Old Seward Hwy	Birch Rd		10.00
Klatt Rd	Old Seward Hwy	End of Rd		6.00*
Northern Lights Blvd	LaHonda	Detox Center (AIA)		16.03**
O'Malley Rd	Old Seward Hwy	Hillside		13.55
Old Glenn Hwy	N. ER Access Rd	Ski Rd		21.49
Old Seward Hwy	Rabbit Creek Rd	Potter Valley Rd		4.60
Rabbit Creek Rd	New Seward Hwy	Hillside (DeArmoun)		14.10
Raspberry Rd	Jewel Lake Rd	Sand Lake Rd		3.42
Sand Lake Rd	Jewel Lake Rd	Dimond		5.13
Victor Rd	Dimond Blvd	100th Ave		1.16*
W 100th Ave	Victor Rd	Bayshore		4.19*
Total lane miles			8.51	211.54
Total lane miles				221.05[1]

* Owned by State, Maintained by MOA under Exchange of Route agreement, winter maintenance only

** Owned by MOA, Maintained by State under Exchange of Route agreement, winter maintenance only

**** Owned by State, Contracted to ERRRSD for Maintenance, winter and summer

[1]Includes 11.35 lane miles * roads; 21.23 lane miles ** roads; 8.51 lane miles **** roads

STATE ROUTE INVENTORY BY CLASSIFICATION

COLLECTORS:

ROUTE	FROM	TO	EQUIVALENT LANE MILES (12' WIDE X 5280'LONG)	
			Gravel	Paved
Portage Glacier Rd	Seward Hwy	Visitor's Center		18.00
Portage Glacier Loop	Portage Glacier Rd	End of Route		1.10
Crow Creek Rd	Alyeska Rd	End of Maintenance	3.51	
72nd Ave/Spruce/Lore Rd	Lake Otis Pkwy	Abbott Loop Rd		2.58*
Birchwood Spur/Airport	Birchwood Loop Rd	Birchwood Airport		4.70
Chawa Cir/Clark's Rd	Rabbit Creek Rd	End of Rd		5.26
E 80th Ave	LakeOtisPkwy	Nadine		0.50*
E 88th Ave	Abbott Loop Rd	End of Rd		0.88*
E 88th Ave	LakeOtis Pkwy	Hartzell		1.30
Eklutna Lake Rd	Old Glenn Hwy	Water Treatment Plant		5.00
Eklutna Lake Rd	Water Treatment Plant	Park/Campgrounds	9.97	
Eklutna Village Rd	Glenn Hwy	ARR		1.08
Fish Hatchery Rd	Old Glenn Hwy	Knob Hill Rd	0 .70	
Homestead Rd	Ski Rd (Old Glenn Hwy)	Settlers Dr	1.00***	
Indian Rd	Seward Hwy	End of Route	1.50	
Jayhawk Dr	Birchwood Loop	Newton St		0.10***
Jayhawk Dr	Birchwood Loop	Sunset Dr		1.14
Johns Rd	Klatt Rd	Highview		3.32*
Lore Rd	Lake Otis Pkwy	Dead end	0.29*	
Old Eagle River Rd	Old Glenn Hwy	Dead end		1.69
Mirror Dr	Glenn Hwy (N.Peters Creek)	Dead end	0.73***	
Mirror Lake Dr	Glenn Hwy (Mirror Lake)	Parking Lot	2.86***	
Old Glenn Hwy	4-Wheel Dr	Dam Ave		0.37***
Old Rabbit Creek Rd	Hillside	Rabbit Creek Rd	2.38	
Settlers Dr	Homestead Rd	N. Peters Creek		0.48***
Storage Bin Rd	Artillery Rd	End	0.43***	
Upper Huffman Rd	Hillside Dr	Park entrance		2.64
VFW Rd	Eagle River Rd	Hidden Haven		0.45***
W Dimond/Kincaid/Jodphur	Dimond Blvd(Sand Lk)	Sand Lake Rd	5.85**	
Total lane miles			18.78	61.03

Total lane miles ..... 79.81(1)

* Owned by State, Maintained by MOA under Exchange of Route agreement, winter maintenance only
** Owned by MOA, Maintained by State under Exchange of Route agreement, winter maintenance only
*** Owned by State, Contracted to ERRRSD for all winter and summer maintenance

(1)Includes 7.57 lane miles * roads; 6.42 lane miles *** roads; 5.85 lane miles ** roads

APPENDIX B

OPERATION/MAINTENANCE ACTIVITIES

FREEWAYS, RAMPS, FRONTAGE ROADS

STATE ROUTES

Description:
Freeway Routes are described as four or more lane roadways with controlled access to the right-of-way, constructed to current design standards for base and subbase. The roadway has a strip-paved surface width of 88' for 4-lane roads and 112' for 6-lane roads. The standard design includes two roadbeds, each with 12' lanes and 10' shoulders on each side of the roadway. (Note -- The Seward Highway and the Glenn Highway, Eagle River to Eklutna, do not have 10' shoulders). Urban freeways include one-way multiple-lane frontage roads for surface access. The roads have grassed medians between directional roadbeds, no curb and gutter, and drainage structures are primarily limited to cross-culverts and ditches alongside the roadways. All intersections are grade-separated, with some ramp intersections terminating at signalized cross-streets. All interchanges are illuminated; some sections of freeway have continuous lighting (Glenn Highway, Bragaw to Hiland Road). There is a mixture of high-level lighting and standard roadway lighting fixtures. Fencing is normally installed along all urban sections of freeway for pedestrian access and control; some areas have additional fencing for wildlife control (Glenn Highway, Muldoon to Fort Richardson).

Summer Maintenance Activities:
Line restriping is accomplished twice per year; once in the spring and again in the fall. Pavement cleaning is performed by use of flush trucks prior to restriping. No other road sweeping activities are scheduled. Crack sealing is performed every other year as needed. Pavement patching, culvert cleaning, sign repair, and drainage repair/chasing is done as needed. Street light maintenance is done on an as-needed basis only - not scheduled. Medians and shoulders are mowed once per season, normally on contract. Trails within the freeway corridors are cleaned monthly. Brushing, sweeping and pavement repairs to trails are performed only on an as-needed basis.

Winter Maintenance Activities:
Under Municipal designation, these roads are snow routes, and are cleared of snow within 6-8 hours. Snow hauling is not necessary as median and shoulder areas are normally sufficient for snow storage. Bridge decks and other guardrail areas require extra attention when removing snow. Sanding is done as needed. Trails within the freeway corridor are cleared by others, if done at all. Snow plowing is accomplished by use of belly-blade sander/trucks and nose-plow sander trucks on the first response, and by use of graders with wings for clean-up activities after all roadways are plowed. Snow routes are designated to include all ramps during the second run. Frontage

STATE ROUTE INVENTORY, BY CLASSIFICATION

MAJOR ARTERIALS, NON-CBD

ROUTE	FROM	TO	EQUIVALENT LANE MILES (12' WIDE X 5280'LONG) Gravel	Paved
New Seward Hwy	Ingram Creek	Rabbit Creek I/C		140.82[a]
A/C Bridge	3rd Ave	Oceandock Rd		2.39*
Oceandock Rd	A/C Bridge	Gull Ave (Port)		2.13*
15th Ave	Orca St	L Street		5.25**[a]
A Street	15th Ave	Tudor Rd		9.06
C Street	15th Ave	Tudor Rd		9.06
C Street	Tudor Rd	Dimond Blvd		9.56
Minnesota Dr	15th Ave	Int'l Airport Rd		29.12
Ingra/Gambell	15th Ave	20th Ave		2.60
New Seward Hwy	20th Ave	36th Ave		8.50
Arctic Blvd	Fireweed Ln	Raspberry Rd		11.50**
Arctic Blvd	Raspberry Rd	Dimond Blvd		2.68**
Airport Hts Rd	Glenn Hwy	DeBarr Rd		2.43
Lake Otis Pkwy	15th Ave	Northern Lights		3.25**
Lake Otis Pkwy	Northern Lights	Tudor Rd		5.58
Boniface Pkwy	Elmendorf AFB	Glenn Hwy		1.76
Boniface Pkwy	Glenn Hwy	Tudor Rd		16.56[a]
Muldoon Rd	Elmendorf AFB	Glenn Hwy		1.23
Muldoon Rd	Glenn Hwy	36th Ave		12.04
Tudor Rd	Muldoon Rd (36th Ave)	Minnesota Dr		36.14
5th Ave	Medfra	Airport Hts		5.40
Glenn Hwy	Airport Hts	Bragaw		3.68
15th Ave	Orca	Airport Hts		2.08**
Debarr Rd	Airport Hts	Muldoon Rd		16.80
Northern Lights Blvd	Muldoon Rd	Lake Otis Pkwy		16.70**
Northern Lights Blvd	Lake Otis Pkwy	LaTouche		5.00
Northern Lights Blvd	LaTouche	LaHonda		13.21[a]
Benson Blvd	LaTouche	Lois Dr		9.20
Fireweed Ln	New Seward Hwy	Spenard Rd		5.25[a]
Dimond Blvd	Hartzell Rd	Sand Lake Rd		28.74
Raspberry Rd	Minnesota Dr	Jewel Lake Rd		5.50
Loop Rd	A/C Bridge	Elmendorf AFB		3.00*
Bragaw Rd	Tudor Rd	University Dr		2.97*
International Airport Rd	Homer Dr	AIA		25.56
Reeves Blvd	5th Ave	Post Rd		4.10*
Post Rd	3rd Ave	Elmendorf AFB		6.80*
Jewel Lake Rd	Dimond Blvd	Int'l Airport Rd		10.56
Old Seward Hwy	New Seward Hwy	Dowling Rd		37.29
Old Seward Hwy	Dowling Rd	32nd Ave		8.82**
Old Glenn Hwy	New Glenn Hwy	N. ER access		6.88
Total lane miles			0.00	529.20
Total lane miles				529.20***

*** Includes 21.39 lane miles * roads; 50.28 lane miles ** roads

* Owned by State, Maintained by MOA under Exchange of Route agreement, winter maintenance only

** Owned by MOA, Maintained by State under Exchange of Route agreement, winter maintenance only

[a] Avalanche control work performed by State; all snow removal to be performed by MOA under proposed TORA

[a] Roadways normally have snow hauled as first response-not adequate storage area.

trucks (normally contracted), and hauling to snow dump. A dozer is used at the snow dump to maintain the area. Some sanding after cleanup may be necessary. Normal equipment consists of two graders, a blower, and a pickup with an arrow board. Snow route designation requires constant contact with towing operators to keep streets open for maintenance. Snow plowing operations are conducted at low speeds (<25 MPH).

Capital Improvement Activities:
Pavement overlays are scheduled at 10 year intervals. Coordination with Municipal utilities is necessary to keep pavement repair work to a minimum.

MOA ROUTES:

Description:
Urban CBD Arterial Roads in this discussion are defined as 3-lane roads with a road base constructed to municipal standards. The road has an asphalt pavement surface 60 feet wide including a parking lane and curb and gutter on each side. Storm drains exist with catch basins in the curb at 600 foot spacing. Lighting is installed on each side at 150 foot spacing. Signals are connected with the signal system and are also actuated by detector loops in the pavement. Signal spacing is every 1/8 mile. Sidewalks are constructed adjacent to curbs on each side of the roadway.

Summer Maintenance Activity:
Pavement crack sealing is done every year when needed. Line restriping is done once a year. Road sweeping is accomplished ten times a year throughout the spring, summer and fall. Pavement patching, storm drain cleaning, catch basin cleaning, street light repair, sign repair, signal repair, and drainage chasing are done as needed.

Winter Maintenance Activity:
Roads are cleared of snow in night operations because of the amount of traffic and parking downtown. All snow is hauled and the clearing operations include plowing, racking, blowing into trucks, and hauling. Sanding, and storm drains are done as needed. Clearance of adjacent sidewalks is done by others. Snow plowing is accomplished using three graders working in tandem.

Capital Improvement Activity:

Pavement overlays are scheduled every 10 years

STATE ROUTE INVENTORY BY CLASSIFICATION

COLLECTORS:

ROUTE	FROM	TO	EQUIVALENT LANE MILES (12' WIDE X 5280'LONG) Gravel	Paved
Portage Glacier Rd	Seward Hwy	Visitor's Center		18.00
Portage Glacier Loop	Portage Glacier Rd	End of Route		1.10
Crow Creek Rd	Alyeska Rd	End of Maintenance	3.51	
72nd Ave/Spruce/Lore Rd	Lake Otis Pkwy	Abbott Loop Rd		2.58*
Birchwood Spur/Airport	Birchwood Loop Rd	Birchwood Airport		4.70
Chawa Cir/Clark's Rd	Rabbit Creek Rd	End of Rd		5.26
E 80th Ave	LakeOtisPkwy	Nadine		0.50*
E 88th Ave	Abbott Loop Rd	End of Rd		0.88*
E 88th Ave	LakeOtis Pkwy	Hartzell		1.30
Eklutna Lake Rd	Old Glenn Hwy	Water Treatment Plant		5.00
Eklutna Lake Rd	Water Treatment Plant	Park/Campgrounds	9.97	
Eklutna Village Rd	Glenn Hwy	ARR		1.08
Fish Hatchery Rd	Old Glenn Hwy	Knob Hill Rd	0 .70	
Homestead Rd	Ski Rd (Old Glenn Hwy)	Settlers Dr	1.00***	
Indian Rd	Seward Hwy	End of Route	1.50	
Jayhawk Dr	Birchwood Loop	Newton St		0.10***
Jayhawk Dr	Birchwood Loop	Sunset Dr		1.14
Johns Rd	Klatt Rd	Highview		3.32*
Lore Rd	Lake Otis Pkwy	Dead end	0.29*	
Old Eagle River Rd	Old Glenn Hwy	Dead end		1.69
Mirror Dr	Glenn Hwy (N.Peters Creek)	Dead end	0.73***	
Mirror Lake Dr	Glenn Hwy (Mirror Lake)	Parking Lot	2.86***	
Old Glenn Hwy	4-Wheel Dr	Dam Ave		0.37***
Old Rabbit Creek Rd	Hillside	Rabbit Creek Rd	2.38	
Settlers Dr	Homestead Rd	N. Peters Creek		0.48***
Storage Bin Rd	Artillery Rd	End	0.43***	
Upper Huffman Rd	Hillside Dr	Park entrance		2.64
VFW Rd	Eagle River Rd	Hidden Haven		0.45***
W Dimond/Kincaid/Jodphur	Dimond Blvd(Sand Lk)	Sand Lake Rd	5.85**	
Total lane miles			18.78	61.03
Total lane miles			79.81(1)	

* Owned by State, Maintained by MOA under Exchange of Route agreement, winter maintenance only
** Owned by MOA, Maintained by State under Exchange of Route agreement, winter maintenance only
*** Owned by State, Contracted to ERRRSD for all winter and summer maintenance

(1)Includes 7.57 lane miles * roads; 6.42 lane miles *** roads; 5.85 lane miles ** roads

trucks on first the response then using graders with wings for clean-up activities after all roadways are plowed. Plowing is done at moderate to high speeds (30 > 40 mph) depending upon the time of day and traffic volumes.

Capital Improvement Activities:
Pavement overlays are scheduled on a 10-year cycle.

MOA ROUTES:

Description:
Urban major arterial roads in this discussion are defined as 5-lane roads with a road base constructed to municipal standards. The road has an asphalt pavement surface 60 feet wide with a curb and gutter on each side. Medians separate traffic and provide channelization for left turns. Storm drains exist with catch basins in the curb at 600 foot spacing. Lighting is installed on each side at 150 foot spacing. Signals are connected with the signal system and are also actuated by detector loops in the pavement. Signal spacing is every 1/2 mile. A separated sidewalk and trail are constructed behind the curb on each side.

Summer Maintenance Activity:
Pavement crack sealing is done every year when needed. Line restriping is done once a year. Road sweeping is accomplished three times a year, in the spring, summer and fall. Pavement patching, storm drain cleaning, catch basin cleaning, street light repair, sign repair, signal repair, and drainage chasing are done as needed.

Winter Maintenance Activity:
Roads are designated as snow routes and are cleared of snow within 6-8 hours. Snow hauling, sanding and storm drain thawing are done as needed. Clearing of adjacent sidewalks is done by others. Snow plowing is accomplished using three trucks with belly blades working in tandem. Plowing occurs at speeds around 20 mph.

Capital Improvement Activity:
Pavement overlays are scheduled every 10 years.

roads are lower priority than ramps. Plowing is done at high speeds (>40 mph). Sanding is augmented by use of a 20-yd flowboy sander as required.

Capital Improvement Activities:
Pavement overlays are scheduled on a 10-year cycle.

MOA ROUTES

The Municipality does not have any roads of this classification.

OPERATION AND MAINTENANCE ACTIVITIES

ARTERIAL, CBD

STATE ROUTES

Description:
Central Business District arterials are normally 3 or 4-lane roadways, primarily one-way traffic, and constructed to urban arterial standards. The streets are paved with asphalt, widths of normally 60', and with parking lanes on one or both sides of the street. They have curb and gutter, storm drains, continuous illumination, traffic signals (connected to master signal system), and most have on-street parking. Sidewalks are constructed adjacent to the curb section.

Summer Maintenance Activities:
Line restriping is accomplished twice per year; once in the spring and again in the fall. Pavement cleaning is performed with sweepers prior to restriping and additional sweeping is done to maintain clean downtown streets throughout the summer months as money is allocated. Pavement crack sealing is done every other year as required. . Pavement patching, storm drain cleaning, catch basin maintenance and cleaning, sign repair and street light repair are done as needed (for those facilities not maintained by the Municipality under the signal maintenance TORA). Traffic signals are maintained by the Municipality through an existing TORA. Sidewalks are cleaned by either private property owners or Municipality of Anchorage Parks and Recreation Department.

Winter Maintenance Activities:
Due to heavy traffic volumes, snow plowing activities are concentrated during night operations. Some sanding operations with belly blade plows can occur during the day. All snow must be hauled from these streets at night. Sidewalks are cleared by others (same as summer). Clearing/hauling operations include plowing, racking, blowing into

Capital Improvement Activities:
Pavement overlays scheduled on 10 year cycle.

MOA ROUTES:

Description:
Urban minor Arterial Roads in this discussion are defined as 3-lane roads with a road base constructed to municipal standards. The road has an asphalt pavement surface 40 feet wide with a curb and gutter on each side. Storm drains exist with catch basins in the curb at 600 foot spacing. Street lighting is installed on each side at 150 foot spacing. Signals are connected with the signal system and are also actuated by detector loops in the pavement. Signal spacing is every 1/2 mile. A sidewalk and trail are constructed on each side with spacing behind curb. Medians are included at intersections.

Summer Maintenance Activity:
Pavement crack sealing is done every year when needed. Line restriping is done once a year. Road sweeping is done twice a year, in the spring and fall. Pavement patching, storm drain cleaning, catch basin cleaning, street light repair, sign repair, signal repair, and drainage chasing are done as needed.

Winter Maintenance Activity:
Roads are designated as snow routes and are cleared of snow within 6-8 hours. Snow hauling, sanding and storm drain thawing are done as needed. Clearance of adjacent sidewalks is done by others. Snow plowing is accomplished using two trucks with belly blades working in tandem. Plowing occurs at speeds around 20 mph.

Capital Improvement Activity:
Pavement overlays are scheduled every 10 years.

OPERATION/MAINTENANCE ACTIVITIES

COLLECTORS

STATE ROUTES:

Description:
Collectors are normally 2-lane roadways, suburban or rural, two-directional traffic and are constructed to rural road standards. The streets are normally paved with asphalt, with widths normally 24'-32' wide for two-lane roadways. Generally drainage is

OPERATIONS AND MAINTENANCE ACTIVITIES

MAJOR ARTERIAL - NON CBD

STATE ROUTES:

Description:
Major arterials are normally 4 or 5-lane roadways, two-directional traffic with raised channelization for turn movements at major intersections, and are (for almost all roadways) constructed to urban arterial standards. The streets are paved with asphalt, with widths of normally 60 feet with no parking lanes on the street. They have curb and gutter, storm drains, continuous illumination, actuated traffic signals (connected to master signal system). Sidewalks and/or bike trails are constructed behind the curb section. In addition to these multi-lane roadways, the New Seward Highway from Rabbit Creek I/C south to Ingram Creek qualifies as a major arterial. It is nominally 40 feet wide, with ditches and culverts for drainage. Extensive areas of guardrail exist along Turnagain Arm.

Summer Maintenance Activities:
Line restriping is done twice a year; once during the spring and again during the fall. Pavement cleaning is normally performed with sweepers prior to restriping, flush trucks are utilized to assist; with some additional sweeping done to maintain clean streets occasionally during the summer months as money is allocated. Pavement crack sealing is done every other year as required. Pavement patching, storm drain cleaning, catch basin maintenance and cleaning, sign repair and street light repair are done as needed (for those facilities not maintained by the Municipality under a signal maintenance TORA). Traffic signals are maintained by the Municipality through an existing TORA. Sidewalks are cleaned by sweepers, or by the Municipality of Anchorage Parks and Recreation Department.

Winter Maintenance Activities:
Under Municipal designation, these roads would be snow routes. They are cleared of snow within 12 hours. Snow hauling is generally not necessary as areas behind the curb sections, or in non-curb and gutter sections, the areas behind the shoulders, are normally sufficient for snow storage. Snow is allowed to accumulate for several snowfalls prior to hauling to areas necessary for further snow storage. Bridge decks and other guardrail areas require extra attention to remove snow from shoulders and/or walks. Sanding is done as needed. Signalized intersections are given high priority for sanding due to high volumes of traffic. Walkways immediately adjacent to the roadway are cleared during routine wing-back operations; trails within the arterial corridor not adjacent to the roadway are cleared by others if done at all. Snow plowing is accomplished by use of belly-blade/sander trucks and nose-plow/sander

spacing. No signals are included. A sidewalk and trail are constructed on each side with spacing behind curb. Medians are included at intersections.

Summer Maintenance Activity:
Pavement crack sealing is done every other year as needed. Line restriping is done once a year. Road sweeping is done twice a year, in the spring and fall. Pavement patching, storm drain cleaning, catch basin cleaning, street light repair, sign repair, and drainage chasing are done as needed.

Winter Maintenance Activity:
Roads are designated as snow routes and are cleared of snow within 6-8 hours. Snow hauling, sanding and storm drain thawing are done as needed. Clearance of adjacent sidewalks or trails is done by others. Snow plowing is accomplished using two trucks with belly blades working in tandem. Plowing occurs at speeds around 20 mph.

2) Suburban Collector

Description:
Suburban Collector Roads in this discussion are defined as 2 lane roads with a road base constructed to municipal standards. The road has a strip paved surface 24 feet wide with 4 foot paved shoulders, well defined ditches, and adequate culverts on each side. No storm drains exist. Street lighting is included at intersections. Lane striping is provided for center lanes and outside lane edges.

Summer Maintenance Activity:
Pavement crack sealing generally occurs once every two years. Road sweeping is done once a year, in the spring or early summer. Sign repair, street light repair, shoulder and ditch regrading, drainage maintenance, pavement patching, culvert cleaning and drainage chasing are done as needed.

Winter Maintenance Activity:
Roads are designated as snow routes and are cleared of snow within 6-8 hours. Snow hauling is minimal as snow is usually stored in ditch areas all winter. Ditch and culvert thawing are performed as needed. The snow plowing operation usually consists of a truck with a belly blade working in tandem with a grader. The belly blade clears the center of the road and the grader follow, plowing the shoulders. Gates are not used. One pass on each side of the street is required.

3) Both Urban and Suburban Classifications
Pavement overlays are scheduled every 10 years.

OPERATION/MAINTENANCE ACTIVITIES

MINOR ARTERIAL

STATE ROUTES:

Description:
Minor arterials are normally 2 to 4-lane roadways, two-directional traffic with raised channelization for turn movements at major intersections, and are constructed to Municipal standards. The streets are paved with asphalt, with widths normally 32'-40' wide for two-lane roadways. Generally, they do not have curbs and gutters, storm drains, or continuous illumination. They do have actuated traffic signals (connected to master signal system) at major intersections. Bike trails/pathways may be constructed in the right-of-way.

Summer Maintenance Activities:
Line restriping is accomplished once per summer season. Pavement cleaning is normally performed with flush trucks and brooms prior to restriping. Pavement crack sealing is done every other year as required. Pavement patching, storm drain cleaning, catch basin maintenance and cleaning, sign repair and street light repair is done as needed (for those facilities not maintained by the Municipality under a signal maintenance TORA). Traffic signals are maintained by the Municipality through an existing TORA. Pathways are generally cleaned by the Municipality of Anchorage Parks and Recreation Department.

Winter Maintenance Activities:
Under Municipal designation these roads would be snow routes, They are cleared of snow within 6-12 hours after snow ceases falling. Snow hauling is not necessary as areas behind shoulders are normally sufficient for snow storage. Snow is allowed to accumulate for several snowfalls prior to hauling to areas necessary for further snow storage. Bridge decks and other guardrail areas require extra attention to remove snow from shoulders. Sanding is done as needed. Hills, curves and signalized intersections are given high priority for sanding due to high volumes of traffic. Walkways immediately adjacent to the roadway are cleared during routine wing-back operations; trails within the arterial corridor not adjacent to the roadway are cleared by others if done at all. Snow plowing is accomplished by use of belly-blade sander/ trucks and nose-plow sander trucks on the first response to these roads, except for the Hillside roadways, where contract graders are used with graders/wings for clean-up activities after all roadways are plowed. Plowing is accomplished at moderate to high speeds (30+ to 40+ mph) depending upon time of day and traffic volumes.

and 2 foot gravel shoulders, well defined ditches, and adequate culverts on each side. No storm drains exist. Street lighting is included at 500 foot spacing.

Summer Maintenance Activity:
Pavement crack sealing generally occurs once every three years as needed. Road sweeping is performed once a year in the spring or early summer. Sign repair, street light repair, shoulder and ditch regrading, drainage maintenance, pavement patching, culvert cleaning, and drainage chasing occurs as needed.

Winter Maintenance Activity:
Roads are cleared of snow within 84 hours. Snow hauling is minimal as snow is usually stored in ditch areas all winter. Ditch and culvert thawing are performed as needed. The snow plowing operation usually consists of a truck with a belly blade working in tandem with a grader. The belly blade clears the center of the road and the grader follow, plowing the shoulders. Gates are used on graders in plowing to minimize driveway berming. One pass on each side of the street is required.

Capital Improvement Activity:
Chip Seal resurfacing is scheduled once every 8 years with overlays planned 5 years later.

3) **Local gravel roads**
(Note: The state has no gravel roads classified as local.)

Description:
Gravel roads in this discussion are defined as 2-lane roads with a road base constructed to municipal standards. The road has a gravel surface 24 foot wide including shoulders with well defined ditches and adequate culverts. No storm drains exist. Street lights are included at 500 foot spacing.

Summer Maintenance Activity:
Grading and oiling are performed in the spring and early summer each year. Roads are also graded in the fall. Culvert cleaning, reditching, drainage maintenance, sign repair, street light repair, and gravel surface repair are performed as needed.

Winter Maintenance Activity:
Roads are cleared of snow within 84 hours. Snow hauling is minimal as snow is usually stored in ditch areas all winter. Ditch and culvert thawing are performed as needed. The snow plowing operation usually consists of a truck with a belly blade working in tandem with a grader. The belly blade clears the center of the road and the grader follow, plowing the shoulders. Gates are used on graders in plowing to minimize driveway berming. One pass on each side of the street is required.

controlled by use of culverts and roadside ditches. Bike trails/pathways may be constructed in the right-of-way. Illumination is usually only installed at major intersections.

Summer Maintenance Activities:
Line restriping is accomplished once per summer season. Pavement cleaning is normally performed with flush trucks and brooms prior to restriping. Pavement crack sealing is done every other year as required. Pavement patching, culvert and ditch maintenance, sign repair and street light repair are done as needed (for those facilities not maintained by the Municipality under a signal maintenance TORA). Pathways are cleaned by the Municipality of Anchorage Parks and Recreation Department. Those roadways which are gravel-surfaced are graded during the summer season as the traffic volumes require. Dust control measures are used in areas adjacent to residences.

Winter Maintenance Activities:
Roads are designated as snow routes, and are cleared of snow within 12-24 hours after snow ceases falling. Snow hauling is not necessary as areas behind shoulders are normally sufficient for snow storage. Snow is allowed to accumulate for several snowfalls prior to hauling areas necessary for further snow storage. Bridge decks and other guardrail areas require extra attention to remove snow from shoulders. Sanding is done as needed. Hills, curves and intersections are given high priority for sanding due to the high volume/high speed of traffic. Pathways/trails within the right-of-way are cleared by others if done at all. Snow plowing is done by use of belly-blade sander/trucks and nose-plow sander trucks on the first response; contract graders are used on the Hillside area roads if heavy snowfall requires existing State equipment to be used on higher priority roads, with graders/wings for clean-up activities after all roadways are plowed. Plowing is accomplished at moderate to high speeds (30+ to 40+ mph) depending upon time of day and traffic volumes.

Capital Improvements Activities:
Pavement overlays are scheduled on a 10-year cycle.

MOA ROUTES:
1) Urban Collector

Description:
Urban Collector Roads in this discussion are defined as 3-lane roads with a road base constructed to municipal standards. The road has an asphalt pavement surface 36 feet wide with curb and gutter on each side. Storm drains exist with catch basins in the curb at 600 foot spacing. Street lighting is installed on each side at 150 foot

APPENDIX C

DOT/PF Anchorage Maintenance District

Analysis of Maintenance Efforts by Activity

Winter Maintenance:

Manpower resources are scheduled into four shifts per week, with each shift equally sized at about 6-8 operators. Shift overlap occurs one day per week. The work week is 37.5 hours with each shift consisting of three 10 hour days and one 7.5 hour day.

1) Snow Removal — Per shift

Initial Response — Belly blade/sander units and nose plows are assigned to work teams 1 & 2 with the routes determined by the snow plan. Sanding is incidental to the plowing operation during the initial response. If the amount of snowfall exceeds what State crews can remove as defined by the general guidelines established by the Area Superintendent, contract graders are called out to work area II and III roads and Dimond Blvd as defined in the snow plan. 15th Avenue requires immediate snow removal instead of just plowing the snow to the sides of the roadway. After initial snow removal response, additional effort is made to clean roadways with existing equipment as assigned on an area basis. If the supervisor determines the crew size is adequate, first effort sanding may be performed.

Secondary Response — Clean Up Operations - Urban Routes - Two graders are used with loader/blower units to rack snow for loading into contract trucks. A dozer is operated at the snow dump site for stockpiling snow. An arrow-board pickup shadows the operation for safety. Occasional sanding is required after cleanup. Graders are used to wing back snow from pavement edges on rural routes (non-curb and gutter). After major snowfalls, or after several smaller snowfalls, additional efforts are made to clean guardrails and areas around other fixtures, such as luminaires or abutments.

2) **Sanding Operation** — Sanding is accomplished using a belly blade or nose plow combination for all routes as needed during first response snow plowing operations. On the Glenn Highway, Seward Highway and Minnesota Drive, a 20-yd sander unit is utilized to maximize coverage. Sanders are assigned by work area (Areas I-V) as required by roadway conditions and by staffing availability.

3) **Avalanche Control and Cleanup** — Control work for avalanches is provided by one technician working out of the Girdwood station. The technician determines what work is required. Road closures, including notification and signing, are performed by station personnel. Cleanup operations are normally performed using dozers and loaders, depending upon the size of a slide and the amount of snow to be removed from the roadway. This has been done using contract equipment as the State doesn't have the necessary equipment.

OPERATION/MAINTENANCE ACTIVITIES

RESIDENTIAL ROADS/STREETS

STATE ROUTES:

The state does not have any roads of this classification:

MOA ROUTES:

1) **Urban residential routes**

Description:
Urban residential roads in this discussion are defined as 2-lane roads with a road base constructed to municipal standards. The road has an asphalt surface 32 feet wide, curb and gutter on each side and an attached sidewalk on one side. Storm drains exist with catch basins in the curb at 600 foot spacing. Street lighting is included at 150 foot spacing.

Summer Maintenance Activity:
Pavement crack sealing occurs once every three years. Road sweeping is performed once a year in the spring or early summer. Pavement patching, storm drain cleaning, catch basin cleaning, curb and gutter replacement, street light repairs, sign repairs, and drainage chasing are done as needed.

Winter Maintenance Activity:
Roads are cleared of snow within 84 hours. Sanding, snow hauling, and storm drain thawing are done on an as needed basis. Extensive snow hauling is required on cul-de-sacs. Snow is usually plowed with a truck with a belly blade working in tandem with a grader. The belly blade plows the middle of the road with the grader following using the gates to minimize driveway berming. Two graders are required in heavy snows over 8 inches.

Capital Improvement Activity:
Chip Seal resurfacing is scheduled once every 8 years with overlays planned 5 years later.

2) **Local strip paved residential streets**

Description:
Strip paved roads in this discussion are defined as 2-lane roads with a road base constructed to municipal standards. The road has a strip paved surface 24 feet wide

3) **Striping** — Roadways are normally striped twice per year. The first striping is done as early in the Spring as the roads can be cleaned. The second striping is normally done in the fall just prior to freeze-up. All multi-lane roadways are striped twice; some two-lane roadways are striped only once depending upon traffic loads and abrasion to stripes. Crosswalk striping is performed by the Municipality under a Traffic Signal TORA agreement. A stencil crew repaints arrows and/or legends in critical areas only.

4) **Dust Control** — The Anchorage District has very few gravel roads left which it maintains. A water truck and grader are used for most gravel dust control on these roads. Calcium chloride is the chemical preferred for dust control. Occasional use of an approved oil requires a distributor truck and perhaps a chip or sand truck.

5) **Gravel Road Surface Maintenance** — Minimal effort is given to gravel roads by State crews. Grading activities are performed approximately one week per month. Some gravel roads in the Chugiak/Eagle River area are maintained by a Municipal contractor. Note, the first half mile of Crow Creek Road is maintained year-round and the remainder is maintained from June 1 to October 1.

6) **Chip Sealing** — Not normally scheduled as a maintenance activity.

7) **Crack Sealing** — This is the single-most intensive effort expended in terms of manpower and equipment for routine summer maintenance. The equipment consists of a distributor truck, 2 dump trucks for chips (one with trailer and roller), a pickup with an air-compressor, a shadow truck with an arrow board, a sign pickup, and a foreman's pickup. Manpower requirements, including traffic control efforts, call for 12 people (1 foreman, 5 equipment operators, 6 laborers). Weather is a limiting factor in performing this work. The State uses CRS-2 with F-chips for crack sealing.

8) **Pothole Patching/Minor Surface Repair** — Permanent repairs are made to small areas of existing pavement failure by removing temporary, winter-time pothole patches and replacing them with hot mix asphalt. Removal includes cutting failed pavement back to a solid pavement area and may include removing contaminated base materials in certain situations. A crew size can be very large depending upon roadway characteristics and the number of repairs to be made. Required equipment is similar to crack sealing with the inclusion of a loader and/or backhoe for removal of spoiled or waste materials. A smaller crew is required if areas to be repaired are few and not closely connected.

9) **Storm Drain System Maintenance** — Normal work includes inspection,

Capital Improvement Activity:
No capital improvements are regularly scheduled on gravel roads. Application of a recycled or "crushed" asphalt surface has been done in some areas on a periodic basis.

flashers. Work is limited due to small a crew (one to three persons depending upon task) servicing a large geographical area. Complete maintenance includes relamping, locate services, pole maintenance for knockdowns, circuit repairs and trouble shooting.

15) **Mowing, Vegetation Control** — Mowing is performed on a contract basis for the median and shoulder areas on the freeway system and on major urban routes which have extensive vegetative cover. Brushing is included in this operation on an as-needed basis.

16) **Miscellaneous Other Maintenance** — Other work which is assigned on an as-needed basis includes rock patrol along the Seward Highway from Potter Station to Indian, curb and sidewalk concrete repair, litter control and trash pickup, and encroachment removal after right-of-way notification.

4) **Ice Control and Snow Pack Removal** — Ice and snow pack are removed from pavement on an as-needed basis by increasing the efforts of belly blade units and graders with scarifying blades. Normally, this is done only once or twice per year and takes several days.

5) **Drainage Chasing & Steam Thawing** — This is done on an as-needed basis using steam thawing units to chase blocked drainage structures. These include cross-culverts, driveway culverts where stoppage of water creates a danger to the safety and stability of roadway prism, and storm drain sections where it is determined that steam thawing is appropriate. In urban sections (roadways curb and gutter) normal drainage chasing efforts remove blockages from curb inlets either by ripping ice build up along curb faces using graders or by manually locating and thawing inlets. A Normal crew size consists of one boiler truck and two operators for steam thawing. During warm weather episodes where extreme melting occurs, several units (up to four) are assigned to this task.

6) **Pothole Patching (Winter Only)** — During warm weather episodes and breakup, normal crew assignments are made using one 8-yd truck equipped with a special insulated asphalt box to carry patch material. A standard crew is two operators assigned to the truck. Some routes require the use of a shadow truck with a mounted arrow board for safety.

Summer Maintenance:

Manpower resources are scheduled to allow maximum crew size Monday through Thursday with a nominal crew of two covering the evening/night shift and Friday/Saturday day shifts. The work week schedule is the same as the winter schedule. (Three 10-hour days, one 7 1/2 hour day)

1) **Sweeping** — Priority is given to cleaning roadways for seasonal striping operations, which begins in early April. Contract sweepers are utilized for Anchorage area streets. A 10,000 gallon flush truck is used on most routes in Anchorage prior to striping. Additional efforts are made on downtown and urban road sections. The Municipality maintains the downtown streets for sweeping during the summer.

2) **Bike Paths** — Bike paths are maintained by State crews performing minor drainage repairs, brush cutting (minimal work, most performed manually) and sweeping the pathways with a Terrain King broom. Sidewalks adjacent to urban roadways are normally maintained on contract.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix D

Central Region agreements/contracts

cleaning and repair as necessary of catch basins, lateral lines, oil/grease separators and includes lab tests as required. A work crew normally consists of 2 operators using the Aquatech cleaner truck. Work is normally scheduled between May 1 and October 15 annually.

10) **Guardrail and Fence Repair** — Normal maintenance is restricted to State crews repairing only those damages which are deemed to be critical and which have a major safety impact if not repaired quickly. A crew size for fencing repair consists of 2 operators, and for guardrails 3 operators with a guardrail truck (occasional use of shadow truck may be dictated by the work area). Most of the State's guardrail and fence repair is performed under contract.

11) **Shoulder Pulling** — The average amount of work is three man-days per month.

12) **Drainage Ditching** — This work is required to maintain clean ditches, clear of obstacles and impediments to free-flowing water. The normal crew composition includes a Gradeall with operator, two flagmen with sign truck, and two dump trucks with operators. Work on Turnagain Arm usually requires one additional dump truck. The estimated time required for this work is 1 1/2 to 2 months per season.

13) **Bridge Inspection and Maintenance** — Normal maintenance efforts are restricted to support of DOT Bridge inspectors by providing personnel to assist in annual inspections. Removal of graffiti occupies about 1 week per year for two men. Bridge deck maintenance includes repairing spalled deck areas, membrane repair, drainage structure cleaning and repair. Normal work for a two-man crew is about one month per year. Damage to bridges due to accidents (such as high loads) is usually incidental, however, significant effort can be expended if major structural repair is required. Bridge preventative maintenance programs (deck repair, replacement, bearing and anchor repairs) have been underfunded in the past.

14) **Sign and Lighting Maintenance** — Sign maintenance requires one person full time for routine repairs to small signs, and requires two or three people for work on large freeway signs. Winter maintenance is normally restricted to cleaning, replacing downed signs and posts from breakaway mountings, and temporary installation of seasonal signs (weight restrictions, etc). Permanent sign installation is only accomplished when there is no frost in the ground. Most street lighting maintenance in the Anchorage district is performed by the Municipality under the Traffic Signal TORA for all areas having either signals or flasher installations. State crews maintain those roads without signals or

all region - mess N S E

Central Region Agreements / Contracts

Memoranda of Understanding with the Municipality of Anchorage:

These agreements transfer funds from the State to Municipality of Anchorage and are predominantly for design and construction engineering on Federal Highway Administration (FHWA). These projects are for facilities that belong to the Municipality of Anchorage and are or will be their maintenance and operations responsibility.

We occasionally transfer general funds to the Muni via this mechanism as well. These transfers occur when funding that the Muni requested was appropriated to DOT/PF and we have no interest in or responsibility for the improvement.

Contact: Laurie Dilley, Project Control Chief

Landscaping / Ownership & Maintenance Agreements:

To date this type of agreement has been enacted only with the Municipality of Anchorage but could later involve other governmental agencies. These agreements obligate the other agency to maintain landscaping and other enhancements that are included in capital projects at their request on facilities where the remainder of maintenance and operations responsibility lies with the State.

Contact: Diana Rigg, AMATS Planner

Transfer of Responsibility Agreements (TORAs):

On occasion DOT/PF is the recipient of funds that are to be transferred to other entities for implementation. There are a number of types of TORAs:

Local Government: These agreements transfer funds and responsibility for the capital improvement to these governments.

Contact: Laurie Dilley

Corp of Engineers Match: The state supplies match to selected Corps of Engineers harbor projects.

Contact: Harold Moeser

Harbor Transfers: Recently the State legislature has appropriate funds to repair existing harbors and transfer ownership of the harbors to the local governmental agencies. We have completed transfers to Homer, Seward and Kodiak.

Contact: Harold Moeser

Contact: Laurie Dilley

Servicing: The Department of Transportation holds contracting authority on major capital improvements for the State of Alaska. Other State agencies that must implement capital improvements often transfer the funds appropriated to their agency to the DOT/PF for project development and management. Our Public Facilities Design & Construction group is funded almost entirely by RSAs from other state agencies.

Contact: Laurie Dilley

Professional Services Agreements:

We currently contract out approximately 50% of our design work and 25%-30% or our construction administration to outside firms. This is accomplished via Professional Services Agreements. In addition to design work the consulting community also provides specific services such as aerial photography and ground modeling, geotechnical engineering and materials testing.

We also have Term Contracts for such work as surveying and hazardous materials investigation / mitigation.

Contact: Sharon Smith

Utility Relocations:

Our construction contracts often require relocation of various utilities. Our Utilities section prepares and manages relocation agreements with all major utility companies in Central Region. The agreements specify the work to be performed and the responsible parties. The work can be undertaken by the individual utility or be included in the associated construction contract.

Contact: Bill Strickler

Construction Contracts:

The Contracts section advertises and awards contracts for all of our highway, aviation, building and harbor projects.

Contact: Bob Wilson

Airport Lease Agreements:

The airport leasing group is responsible for managing all of the lease lots on our airports (103 in Central Region). The lease agreements define the type of activity that can occur on each individual property.

Contact: Bob Norton

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix E

Director of Privatization Commission letter to Fairbanks and Anchorage Mayors, DOT/PF and Local 71 regarding joint maintenance and operations recommendations dated October 7, 1999

Sanitation Roads Program: Transfer FHWA funds with specific scope to Public Health Service (via MOA) or Village Safe Water (via RSA) for participation in the rural sanitation program. FHWA funds, to date, have been for roadway and boardwalk improvements to provide a transportation route to improved sewage lagoons constructed with funds from other federal and state agencies.

Contact: Project Managers

Roadway Surface and Transfer Program:

This is a FHWA funded program to upgrade and surface roads currently owned by the State and transfer ownership, upon completion of the work, to the local government. The roads included in this program are more appropriately the responsibility of the local governments; the improvements provide the incentive to the local governments to take over ownership. Agreements must be prepared to legally transfer the ownership once the work has been completed.

Contact: Regional Planning / Right of Way

M&O Maintenance Contracts:

Equipment Rental: Annual contracts to supplement the department's staff and equipment. Example: end dumps / operators for snow haul.
Specific Services: Annual contracts for street sweeping, airport bird control, and other specialty work.
Airport Maintenance Contracts: We have contracted out the maintenance work at 75 of our non-certificated rural airports.
Traffic Signal / Lighting: We have an operating agreement, with the Muni, for maintenance and operations of the traffic signals and street lighting within the Municipality of Anchorage.
Winter Maintenance Road Swaps: Since 1991 we have had an agreement with the Municipality of Anchorage to swap maintenance responsibilities for specific routes in the winter to maximize efficiencies of these operations.

Contact: Chris Kepler / Chuck Swenor

Reimbursable Services Agreements (RSA):

We participate in RSAs as both the 'requesting' and the 'servicing' aspect. The RSAs can be for 'Capital' (continuing) or 'Operating' (annual) appropriations.

Requesting The Department of Natural Resources, Division of Parks is the most frequent RSA partner where we are requesting the work and they provide the services. They provide design, construction administration and interpretive signing for the projects involving trailhead and wayside facilities. We receive the funding from the FHWA, provide overall project oversight and pass the day to day operations on to DNR or other agencies. We have ongoing agreements with the Department of Public Safety for trooper support.

COMMISSION ON PRIVATIZATION and Delivery of Government Services

Co-Chairs:
Representative John Cowdery
Senator Jerry Ward

Senator Al Adams
Bill Allen
Representative Tom Brice
Tom Fink
Michael Harper
Emil Notti
Kathryn Thomas
Don Valesko
George Wuerch

October 7, 1999

VIA FAX

Mayor Jim Hayes, City of Fairbanks, 907-459-6710
Mr. Hank Hove, Fairbanks North Star Borough, 907-459-1102
Mayor Rick Mystrom, Municapality of Anchorage, 343-4499
Commissioner Joe Perkins, DOT/PF State of Alaska, 907-586-8365
Mr. Don Valesko, Local 71, 279-7171

Gentlemen:

The Commission on Privatization and Delivery of Government Services subcommittee on transportation is considering a recommendation, that road maintenance operations be combined in certain areas where state and local government operations overlap. Anchorage and Fairbanks have been suggested as likely candidates for combined operations. Please review the following possible suggestions.

1) Joint MAINTENANCE - and OPERATIONS AGREEMENTS: Significant savings are possible by combining similar efforts between municipalities-, state- and federal agencies. All too often several entities perform the exact same services in the same area. It would be one way to solve the problem, which we now have, in which local government does not fulfill its maintenance responsibility for local roads, because the specific routes are still under state Jurisdiction. This is significant primarily for larger communities and boroughs in the State. As an example: a 1992 independent study showed that over 1 Million dollars could be saved annually if the Municipality of Anchorage and the State DOT would combine road services through unified road maintenance ('unified Road Maintenance Study", August 21, 1992, Final report by Management Analysis Company, 3201 C St., Anchorage.) There are many other examples like this. Washington DC is in the process on a large citywide scale right now.

2) Many DUPLICATE EFFORTS are evident In RURAL ALASKA and remote sites. Federal agencies, state offices, local Government units (REAAs, PHS, BIA, Military, Airports, schools, facilities etc.) often have similar maintenance and service requirements. Combining these under performance based contracts with private enterprise could save money and show better service.

3) EQUIPMENT/ ROLLING STOCK: Several governmental offices maintain and operate similar fleets of equipment Through joint lease- and operations agreements significant savings are feasible, especially If operations are combined also, as outlined under 1) and 2). This could also include procurement of equipment, parts- and repair services and preventive maintenance programs.

The Commission and the subcommittee would appreciate comments from you and your road maintenance people about this proposal. Please send your comments to:

Marco Pignalberi, Director
Privatization Commission
Email: privatize@legis.state.ak.us
Fax: 907-269-0222

4) DOT&PF - Palmer M&O pays the City of Palmer to maintain 5 streets in Palmer that are owned by the State.

5) DOT&PF - Homer M&O pays the City of Homer to maintain Pioneer Street in Homer.

6) DOT&PF - Soldotna M&O trades with the Cities of Kenai and Soldotna traffic painting, snow haul, sweeping, and storm drain clean-outs.

7) DOT&PF - Kenai Peninsula District trades with the Kenai Peninsula Borough some sanding and blading for gravel.

8) DOT&PF - Dutch Harbor and the City of Unalaska: The City maintains the roads, DOT&PF maintains the airport. The roads and airport are State owned.

9) DOT&PF - King Salmon and the U.S. Air Force: The Air Force provides some equipment and pays DOT&PF a part of the cost of maintaining the runway to accommodate the jet fighters.

Hopefully, this information will be helpful for you to use.

Sincerely,

Joseph L. Perkins, P.E.
Commissioner

cc: John D. Horn, P.E., Director, Central Region
K. Chris Kepler, P.E., Chief, Central Region M&O

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix F

Privatization Subcommittee member report on maintenance and operations

STATE OF ALASKA

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

OFFICE OF THE COMMISSIONER

TONY KNOWLES, GOVERNOR

3132 CHANNEL DRIVE
JUNEAU, ALASKA 99801-7898

TEXT: (907) 465-3652
FAX: (907) 586-8365
PHONE: (907) 465-3900

October 27, 1999

Marco Pignalberi, Director
Privatization Commission
716 West 4th Avenue
Anchorage, AK 99501

Dear Mr. Pignalberi:

Your recommendation mentioned in your letter dated October 7, 1999 for combining efforts and resources between State and local maintenance forces has been in practice with Central Region, Department of Transportation and Public Facilities (DOT&PF) for many years. Here are agreements and practices that exist at the present time:

1) DOT&PF - Anchorage Maintenance and Operations (M&O) with the Municipality of Anchorage (MOA):
   a. DOT&PF maintains 50-lane-miles of MOA streets.
   b. MOA maintains 87-lane-miles of DOT&PF routes.

2) DOT&PF - Palmer M&O with the Matanuska-Susitna Borough (Mat-Su Borough):
   b. DOT&PF maintains Seward-Meridian and Bogard/49th Roads
   c. Mat-Su borough maintains 8-10 DOT&PF farm roads.

3) A project is currently out to bid to pave 12 DOT&PF roads in the Mat-Su Borough. Upon completion, the Borough will take over maintenance and ownership. In past years, transfers have been made with Bogard Extension/Lake View, Edgerton Parks Road, and Gershmael/Herning Roads.

September 3, 1999

Mr. Frank Dillon

Re: Sub-committee ADOT/PF

In the limited time I had available, I never assembled the members of the sub-sub on M&O. I did visit with John Horn, Regional Director. You will find his compilation of statewide figures attached.

I understand that Lincoln once said, "Government should provide those services that the people cannot provide for themselves." If in fact he made the statement for which I give him credit and he were around today looking at privatization, I would expect him to add something like this: "Government should only be staffed and equipped to perform the regular services the public requires."

When we look at the many services an operation like DOT & PF – M&O provides, we can be dazzled, but shouldn't be. Keep it simple; break the task down. To make a breakdown of all M&O operation is a very time-consuming job, and we don't have that much time. We should have rules that cause the managers to analyze these questions.

It is the responsibility of the Legislature to write the rules (laws) by which the Executive Branch is to conduct the people's business.

My years of experience with government operations with a keen sense of getting the private sector involved has resulted in my reaching some conclusions.

Years ago a law was enacted with the strong support of the state employees' unions. The law required that state agencies seeking to privatize be prepared to prove that the privatization of services would save money! I think the legislature could use the "prove you can save money" bill as a foundation for something better.

Let's look at the creation of legislation that would create the requirement for privatization where the model, framed by law, tilts in favor of privatization. Examples:

> Bid graders, loaders, etc. for bush runway work and to support main line state crews when dealing with heavy snow falls, avalanche, mud slides, wash outs, etc. The contracted services would get the job done faster, be manageable, quality control assured, etc.
>
> Bid some of the highway striping services. This is a critical path (small opportunity window—weather, etc), and there are private contractors available. Let me repeat– this works– and sweeping services as well would be manageable with measurable parameters for quality and pay.

Subject: privatization
Date: Wed, 03 Nov 1999 04:03:56 -0900
From: Kurt Parkan <Kurt_Parkan@DOT.STATE.AK.US>
To: Representative John Cowdery <Representative_John_Cowdery@legis.state.ak.us>

Marco- Here is information on Northern Region's agreements in response to your recent letter. We have already forwarded to you the info on Central Region. When do you think you will have a final draft report we can review in preparation for our 11/18 meeting with the commission? Kurt

. The Northern Region, Department of Transportation and Public Facilities (DOT&PF) is currently working with other agencies for combined work efforts and has had similar agreements in the past. Here are the current agreements for the Northern Region.

1. Fairbanks DOT provides labor and equipment to paint traffic markings for the City of Fairbanks, University of Alaska, Fairbanks International Airport and Denali National Park. State services are exchanged for paint to paint State roads.
2. Fairbanks DOT traffic control technicians provide all repairs for 25 City of Fairbanks owned traffic control cabinets. The City reimburses the State for time and materials.
3. Fairbanks DOT allows the city to use various snow dumps around the Fairbanks area in exchange for use of city owned snow dumps to minimize haul distances.
4. Fairbanks DOT will be turning over maintenance responsibilities to the city for 1 mile of the Old Steese Hwy after the road is upgraded with a construction project.
5. DOT has an agreement with the National Parks Service to maintain 5 miles of road and the airport at Kantishna. DOT provides all materials and personnel as required for special projects on the road. The benefit to the NPS is that DOT is not traveling through the park to maintain the road and airport.
6. Tok DOT plows selected city streets in Eagle for reimbursement from the city. The city benefits by not having to purchase and maintain equipment.
7. Valdez DOT provides traffic markings on 5 miles of city streets. In exchange the city sweeps 3 miles of bike path and 2 miles of road for DOT several times each summer.
8. Valdez DOT cuts brush along city streets in exchange for free office space at the airport terminal and free storage for the DOT ARFF truck.
9. Cordova DOT provides traffic markings on 3 miles of city streets in exchange for the city sweeping 2 miles of DOT roads several times each summer.
10. Nome DOT provides sanding operations for the city on paved intersections in exchange for the city plowing Steadman Street and helping haul and stockpile winter sand at the DOT yard.
11. Nome DOT utilizes city owned snow dumps in exchange for DOT dozer pushing up the snow.
12. The city of Nome plows Nome Bypass road for the State when the weather is bad and the State can't keep up with drifting snow.

There are many other agreements that happen on a one-time basis throughout the year that benefit both the DOT and local governments/other agencies. Hopefully, this information will be helpful

Department of Transportation and Public Facilities
Maintenance and Operations FY98 Contracted Services

	Central Region	Northern Region	Southeast Region	Total
Rural Airports operations & maintenance	1,020,137	1,259,409	173,681	2,453,227
Airport Repairs	75,000		0	75,000
Bird Control & wildlife studies	75,000		52,186	127,186
Street Sweeping	410,000		13,315	423,315
Dust Control	-			0
Road Illumination & traffic control	25,000		4,182	29,182
Brush removal	175,000		105,100	280,100
Striping	-		192,861	192,861
Aggregate Processing	-	851,765		851,765
Equipment Rental	35,000	103,800	58,742	197,542
Gravel Haul	9,000			9,000
Communications	-	69,198	3,085	72,283
Maintenance				0
Road	26,600		270,124	296,724
Guardrail	-	117,820		117,820
Waysides	-	14,083		14,083
Floats & harbors	-		270,381	270,381
Buildings (Facilities)	119,000	152,783	511,500	783,283
Janitorial	162,100	270,861	498,600	931,561
Elevator Maintenance	54,200	28,452		82,652
Snow Removal	405,000	19,165		424,165
Lawn Care	9,700			9,700
Engineering and architectural svcs.	-		41,870	41,870
Building Improvements	-	890,514		890,514
Environmental Compliance	-	558,846		558,846
Hazardous Waste (Remediation, UST removal, SPCC plans, etc.)	235,400			235,400
Training	50,000			50,000
Outhouses/ dumpsters	50,000			50,000
Security		49,444		49,444
Cranes & hoist repairs		7,370		7,370
Solid waste removal		6,127		6,127
	2,936,137	4,399,637	2,195,627	9,531,401

9/1/99

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix G

Privatization Subcommittee member report on joint agreements

I would encourage an audit of the equipment rental account and insist on action to fit the crime if the equipment fleet is being circumvented.

It is easy and popular to be critical of government, politicians and state employees. The wonder of our form of government is that anyone can seek any office—executive or legislative. If you don't like the way our system is performing, you can join the parade of those who would change it.

One last thought! I heard the Director of Marine Transportation explain that a shuttle ferry from road's end to Haines would take the profit segment! If a shuttle would enable him to salvage an "old blue canoe" (main-line ferry), he might gain better understanding of profit.

Such a shuttle could improve service—less time, less cost, more frequent service in the interest of improved public service. How can you not look at privatization of this segment?

Respectfully,

Pat Ryan

To: Subcommittee, Privatization Taskforce Alaska DOT/PF

Under the topic "DOT/PF" we have concentrated on activities which would reduce State expenditures and would increase service levels and efficiency. Side benefits would include reduction of federal- and local spending.

One of the major ways to reduce the State FISCAL GAP is the reduction of the State's OPERATING BUDGET and reduction of GRANTS to local Governments and specific interest groups. Combining services through joint agreements between various entities is a prudent way to address these problems.

We have identified six major activity groups, which should be considered for privatization:

1) Joint MAINTENANCE - and OPERATIONS AGREEMENTS: Significant savings are possible by combining similar efforts between municipalities-, state- and federal agencies. All too often several entities perform the exact same services in the same area. It would be one way to solve the problem, which we now have, in which local government does not fulfill its maintenance responsibility for local roads, because the specific routes are still under state Jurisdiction. This is significant primarily for larger communities and boroughs in the State. As an example: a 1992 independent study showed that over 1 Million dollars could be saved annually if the Municipality of Anchorage and the State DOT would combine road services through unified road maintenance ('unified Road Maintenance Study", August 21, 1992, Final report by Management Analysis Company, 3201 C St., Anchorage). There are many other examples like this. Washington DC is in the process on a large citywide scale right now.

2) Many DUPLICATE EFFORTS are evident in RURAL ALASKA and remote sites. Federal agencies, state offices, local Government units (REAAs, PHS, BIA, Military, Airports, schools, facilities etc.) often have similar maintenance and service requirements. Combining these under performance based contracts with private enterprise could save money and show better service.

3) EQUIPMENT/ ROLLING STOCK: Several governmental offices maintain and operate similar fleets of equipment. Through joint lease- and operations agreements significant savings are feasible, especially if operations are combined also, as outlined under 1) and 2). This could also include procurement of equipment, parts- and repair services and preventive maintenance programs.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix H

DOT/PF list of Category III roads in Southeast and Northern Region

Department of Transportation and Public Facilities
Southeast Region

Catagory Three (III) Road Lane Miles By Community

Community	Road	Total Catagory III Lane Miles
Angoon	None	
Gustavus	Airport	10.8
	Harbor	0.4
	Total Gustavus	**11.2**
Haines	Lutak	3.2
	Mud Bay	6.3
	Allen	0.2
	Comstock	1.2
	Beach	2.2
	Front Street	1.6
	Lutak Spur	1.8
	Menaker	1.0
	Mosquito Lake	10.1
	Piedad	0.6
	Porcupine	8.2
	Sawmill Creek	1.3
	Small Tract	4.8
	Total Haines	**42.5**
Hoonah	None	
Hyder	None	
Juneau	Thane	14.0
	Fish Creek	10.4
	Glacier Avenue	4.0
	Lemon Creek Spur	1.2
	Auke Nu	0.4
	Dotson's Landing	1.4
	Engineer's Cutoff	1.0
	Mendenhall Peninsula	4.4
	Montana Creek	4.2
	Nine Mile Creek	1.0
	Otter Way	0.8
	Point Lena Loop	4.4
	Point Louisa	0.4
	Point Stevens	1.0
	Skater's Cabin	1.6
	Tee Harbor Spur	0.4
	Total Juneau	**50.6**
Kake	City Dock	0.2
	Boat Harbor	0.4
	Total Kake	**0.6**
Ketchikan	Cemetery	0.2
	Cranberry	0.6
	D-2 Loop	1.4
	Knudson Cove	1.4
	Knudson Spur	1.4
	D-1 Loop	2.6
	N. Point Higgins	3.3
	N. Point Higgins Spur	2.0
	Old South Tongass	0.4

Community	Road	Total Catagory III Lane Miles
Ketchikan Continued	Pond Reef Ext	1.0
	Pond Reef Circle	0.6
	Pond Reef	0.6
	Potter	0.4
	Power House	0.4
	Roosevelt Spur	1.0
	Shoreline Drive	2.0
	S. Point Higgins	3.0
	S. Point Higgins Spur	2.0
	Sunset Drive	2.5
	Totem Bite	0.4
	Whipple Creek	0.4
	White Road Spur	0.4
	Wood Road	0.8
	Total Ketchikan	**28.8**
Klawock	None	
Petersburg	Crystal Lake	0.4
	Falls Creek	0.4
	Old Mitkof Highway	1.4
	Papkes Landing	1.2
	Scow Bay Loop	0.6
	Total Petersburg	**4.0**
Sitka	Eagle Way	0.2
	Harbor Mountain	0.4
	Total Sitka	**0.6**
Skagway	Sanatorium	1.0
	Total Skagway	**1.0**
Wrangell	Shoemaker Bay	1.4
	Evergreen	2.8
	Total Wrangell	**4.2**
Yakutat	Bayview Drive	2.8
	Lost River	19.8
	Monti Bay	1
	Total Yakutat	**23.6**

Total All Category III **167.1**

4) Using the same underlying reasons as shown in 1) and 2) privatization efforts for technical, design- and construction management services could be achieved. Joint operations of public facilities would be more efficient and less expensive.

5) The foregoing could be extended on a multi-modal approach to whole AREAS (South Carolina is presently pursuing this) and could include complete planning-, design-, technical- operational- and maintenance functions. This is a big step but could be pursued on a limited basis (city or borough wide area)

6) ALASKA MARINE HIGHWAY SYSTEM: This is a very well defined and limited subject and probably other focus groups have already identified it for specific considerations. There is no doubt that privatization could produce better results on a competitive basis. Fix the price at the available funding level and let the industry define the service level they could offer. We list this, because joint agreements with participating communities and ports could be key issues.

The listed proposals are realistic and can be achieved. There is a wealth of data available on these subjects based on experiences by others. It is important to realize that real savings and increased service levels are possible, if various forces can compete under truly unrestricted rules. Collective bargaining agreements for public employees contain strong obstacles to do this. Loss of work by public employees is a political problem. Retirement accounts and other benefit packages also play a role. Legislative action may be necessary to change such situations. It is also important to define the services desired, develop standards and mechanisms for performance measurements and provide technical data, weather statistics, condition inventories etc. It also must be understood that some functions and authorities cannot be delegated from the Government to private entities. The vast majority of functions, however, can be assumed by private businesses.

Focus Group on JOINT AGREEMENTS, DOT/PF

Glen Glenzer, Chm.

NORTHERN REGION MAINTENANCE AND OPERATIONS
CAT III ROADS

	A	B	C	D	E	F	G	H	I	J	K	L
1	Sta	Dist	Area	SCHOOL BUS RTE	Hwy Name	Termini	Lane Miles	BeginMp	EndMp	CL Miles	Surface	FXNL CLASS
39	Fbks	Int	FBKS	Yes	AUBURN DRIVE	FRMRS LP-CAMBRIDGE BLVD	1.9	0.0	0.9	0.9	PAVED	
40	Fbks	Int	FBKS	Yes	BENNETT ROAD	CHS RD-STEELE CRK RD	2.7	0.0	1.5	1.5	GRAVEL	LOCAL ROAD
41	Fbks	Int	FBKS	Yes	BIRCH HILL PARK ROAD	STEESE EXPR-BOROUGH PARK ENTRA	4.2	0.0	2.0	2.0	PAVED	MINOR COLLECTOR
42	Fbks	Int	FBKS	Yes	BRADWAY ROAD	OLD RICH (BADGR)-BADGER RD	11.5	0.0	4.3	4.3	PAVED	MAJOR COLLECTOR
43	Fbks	Int	FBKS	Yes	BROCK ROAD	PEEDE RD-REPP RD	4.5	0.0	1.9	1.9	PAVED	MINOR COLLECTOR
44	Fbks	Int	FBKS	Yes	CROSSMAN ROAD	FARMERS LOOP ROAD-END	0.4	0.0	0.3	0.3	GRAVEL	LOCAL ROAD
45	Fbks	Int	FBKS	Yes	CUSHMAN STREET (South)	V. HORN-AK RR XING	3.0	0.0	0.5	0.5	PAVED	URBAN COLLECTOR
46	Fbks	Int	FBKS	Yes	DALE ROAD	AIRPORT WAY - INDUSTRIAL RD (FIA)	4.8	0.0	2.1	2.2	PAVED	MAJOR COLLECTOR
47	Fbks	Int	FBKS	Yes	DALTON TRAIL	S-2 YANKOVICH ROAD - END	1.5	0.0	0.8	0.8	PAVED	MINOR COLLECTOR
48	Fbks	Int	FBKS	Yes	DAVIS ROAD	UNIVERSITY-LATHROP	7.3	0.7	2.7	2.1	PAVED	
49	Fbks	Int	FBKS	Yes	DAWSON ROAD	ST NICHOLAS DRIVE-HURST RD	4.7	0.0	1.4	1.4	PAVED	
50	Fbks	Int	FBKS	Yes	DENNIS ROAD	BADGER LOOP-BRADWAY ROAD	3.1	0.0	1.6	1.6	PAVED	MAJOR COLLECTOR
51	Fbks	Int	FBKS	Yes	DYKE ROAD	LAURANCE-OLD RICH (N POLE)	1.6	0.0	0.8	0.8	PAVED	LOCAL ROAD
52	Fbks	Int	FBKS	Yes	EASY STREET	SEE VAN HORN/EASY	4.8	0.0	1.0	1.0	PAVED	
53	Fbks	Int	FBKS	Yes	ESTER DOME ROAD	SHEEP CRK ROAD-ESTER DOME	11.4	0.0	4.6	4.6	GRAVEL	MINOR COLLECTOR
54	Fbks	Int	FBKS	Yes	FAIRBANKS STREET	GEIST ROAD-RR BRIDGE (UAF)	1.7	0.0	0.3	0.3	PAVED	MAJOR COLLECTOR
55	Fbks	Int	FBKS	Yes	FARMERS LOOP SPUR	FARMERS LOOP RD-END	1.3	0.0	0.6	0.6	PAVED	LOCAL ROAD
56	Fbks	Int	FBKS	Yes	FBKS CRK RD (Summer Only)	STSE HWY-FBKS CK MINE AREA	16.6	0.0	8.3	8.3	GRAVEL	LOCAL ROAD
57	Fbks	Int	FBKS	Yes	FIDELER ROAD	FARMERS LOOP ROAD-END	1.9	0.0	1.0	1.0	GRAVEL	LOCAL ROAD
58	Fbks	Int	FBKS	Yes	FISH CRK RD (Summer only)	S-1 FBKS CRK RD-FISH CREEK	11.1	0.0	6.1	6.1	GRAVEL	LOCAL ROAD
59	Fbks	Int	FBKS	Yes	FREEMAN ROAD	S-1 NORDALE RD-DEHMER RD	4.6	0.0	2.0	2.0	PAVED	MINOR COLLECTOR
60	Fbks	Int	FBKS	Yes	GILMORE TRAIL	STSE EXPR - END STATE MAINT. MP 4.5	10.2	0.0	2.3	4.5	PAVED	
61	Fbks	Int	FBKS	Yes	GOLD HILL ROAD	PARKS HWY-SHEEP CREEK RD	7.1	0.0	3.4	3.4	PAVED	MAJOR COLLECTOR
62	Fbks	Int	FBKS	Yes	GORDON ROAD		1.3	0.0	0.6	0.6	GRAVEL	
63	Fbks	Int	FBKS	Yes	GRENAC ROAD	FARMERS LOOP ROAD-END	2.3	0.0	1.2	1.2	PAVED	LOCAL ROAD
64	Fbks	Int	FBKS	Yes	HAGELBARGER DRIVE	STSE EXPR - OLD STSE (FOX)	2.6	0.0	1.0	1.1	PAVED	MAJOR COLLECTOR
65	Fbks	Int	FBKS	Yes	HENDERSON ROAD	GLD. HILL RD-ESTR DOM. RD	4.2	0.0	2.4	2.4	GRAVEL	MINOR COLLECTOR
66	Fbks	Int	FBKS	Yes	HENDERSON ROAD	GLD. HILL RD-ESTR DOM RD	3.6	0.0	1.3	1.3	PAVED	MINOR COLLECTOR
67	Fbks	Int	FBKS	Yes	HOLLOWELL ROAD	REPP ROAD-PLACK ROAD	2.3	0.0	1.0	1.0	PAVED	LOCAL ROAD
68	Fbks	Int	FBKS	Yes	HOLMES ROAD	DENNIS ROAD-BADGER ROAD	12.2	0.0	3.0	3.0	PAVED	MAJOR COLLECTOR
69	Fbks	Int	FBKS	Yes	HOSELTON ROAD	PIKES LNDING RD-CHENA RIVER	3.6	0.0	1.8	1.1	PAVED	URBAN STREET
70	Fbks	Int	FBKS	Yes	KEELING ROAD	PERSINGER DRIVE-END	0.8	0.0	0.4	0.4	PAVED	LOCAL ROAD
71	Fbks	Int	FBKS	Yes	LAURANCE RD EXT	Laurance Rd Extension	2.0				PAVED	MINOR COLLECTOR
72	Fbks	Int	FBKS	Yes	LAURENCE/NELSON/PLACK	OLD RICH (NO POLE) - BADGER RD	19.4	0.0	8.4	8.4	PAVED	MAJOR COLLECTOR
73	Fbks	Int	FBKS	Yes	LAWLOR SPUR	YANKOVICH RD-END	1.1	0.0	0.6	0.6	PAVED	LOCAL ROAD
74	Fbks	Int	FBKS	Yes	LOFTUS ROAD	GEIST ROAD - BIRCH LANE	1.3	0.0	0.4	0.4	PAVED	URBAN COLLECTOR
75	Fbks	Int	FBKS	Yes	LYLE ROAD	NELSON ROAD - GORDON ROAD	1.2	0.0	0.5	0.5	PAVED	LOCAL ROAD

9/15/99
q:\admin\jw\e\excel\roads\CATIIIst.xls
Melody Larson

NORTHERN REGION MAINTENANCE AND OPERATIONS
CAT III ROADS

	A	B	C	D	E	F	G	H	I	J	K	L
1	Sta	DIM	Area	SCHOOL BUS RTE	Hwy Name	Termini	Lane Miles	BeginMp	EndMp	CL Miles	Surface	FXNL CLASS
113	Healy	Int	DEN		HEALY NEW TOWNSITE ROAD	HEALY RD-HLY. POST OFFFICE	0.6	0.0	0.3	0.3	GRAVEL	
114	Healy	Int	DEN		HEALY SCHOOL ROAD	PARKS HWY - TRI VALLEY SCH.	0.3	0.0	0.2	0.2	GRAVEL	LOCAL ROAD
115	Healy	Int	DEN		HILLTOP DRIVE	OTTO LAKE RD - HEALY RD	3.2	0.0	1.9	1.9	GRAVEL	LOCAL ROAD
116	Healy	Int	DEN		KILLIAN ROAD	BEGIN ROAD - RANCH - END	2.0	0.0	1.0	1.0	GRAVEL	LOCAL ROAD
117	Healy	Int	DEN		LESTER ROAD	PARKS HWY - END	0.5	0.0	0.3	0.3	GRAVEL	LOCAL ROAD
118	Healy	Int	DEN		LIGNITE ROAD	STAMPEDE ROAD-END	5.6	0.0	2.8	2.8	GRAVEL	LOCAL ROAD
119	Healy	Int	DEN		OTTO LAKE ROAD	PARKS HWY-OTTO LAKE	2.8	0.0	1.4	1.4	GRAVEL	MINOR COLLECTOR
120	Healy	Int	DEN		PARK LANE	PARKS HWY - END	0.5	0.0	0.3	0.3	GRAVEL	LOCAL ROAD
121	Healy	Int	DEN		RANCH ROAD	HILLTOP - KILLIAN	2.0	0.0	1.0	1.0	GRAVEL	LOCAL ROAD
122	Healy	Int	DEN		STAMPEDE ROAD	PARKS HWY & LIGNITE-END	10.6	0.0	8.0	8.0	GRAVEL	MINOR COLLECTOR
123	Liven	Int	FBKS		OLD ELLIOTT HWY (summer only)		20.2	0.0	10.1	10.1	GRAVEL	LOCAL ROAD
124	Man	Int	DEN		EUREKA AIRFIELD ROAD	MP 59.04 ELL. HWY-END ROUTE	3.5	0.0	2.6	2.6	GRAVEL	LOCAL ROAD
125	Man	Int	DEN		TOFTY ROAD	ELL. HWY-DEAD END @ MINE	20.2	0.0	15.2	15.2	GRAVEL	
126	Mont	Int	FBKS		FAITH CRK RD (summer only)	STEESE HWY-FAITH CRK MINE	1.5	0.0	1.5	1.5	GRAVEL	
127	Mont	Int	FBKS		NOME CRK RD (summer only)	STEESE HWY-NOME CRK MINE	10.5	0.0	7.0	7.0	GRAVEL	
128	Mont	Int	FBKS		SOURDOUGH CK RD (summer)	STSE HWY-SOURDO. CR MINE	4.5	0.0	3.0	3.0	GRAVEL	
129	Nthwy	Int	TOK		DEADMAN LAKE ROAD	AK HWY JCT-DEADMAN LK CMPGRD	5.0	0.0	3.0	3.0	GRAVEL	
130	Ruby	Int	RA		RUBY/POORMAN RD (summer)	RUBY-POORMAN	72.0	0.0	36.0	36.0	GRAVEL	
131	Tok	Int	TOK		ISAAC DOT LAKE VILLAGE STREETS		3.1	0.0	1.6	1.6	GRAVEL	
132	Tok	Int	TOK		JAN LAKE ROAD	AK HWY JCT-JAN LAKE	1.0	0.0	0.5	0.5	GRAVEL	
133	Tok	Int	TOK		OLD TOK CUT-OFF	TOK CUTOFF-ELIZABETH CREEK	4.2	0.0	1.9	1.9	PAVED	LOCAL ROAD
134	Tok	Int	TOK		TANACROSS VILL. STS.	TANACROSS RD-END ROUTE	1.0	0.0	1.0	1.0	GRAVEL	
135	Tok	Int	TOK		TOK LOCAL ROADS		52.3	0.0	26.2	26.2	GRAVEL	LOCAL ROAD
136	Chitna	SC	SC		Kenicott Road	Edgerton Hwy/McCarthy Road(MP	6.0	0.0	6.0	6.0	GRAVEL	
137	Chitna	SC	SC		Old Edgerton Loop Road	Rich Hwy (MP 96.16) to Edgerton Hw	17.8	0.0	11.9	11.9	GRAVEL	
138	Cordov	SC	SC		Eyak Lake Road	Copper Rvr. Hwy Jct (MP 1.23) - End	11.9	0.0	7.5	7.5	PAVED	
139	Cordov	SC	SC		Five Mile Cutoff	Copper Rvr. Hwy Jct (MP 4.02) - Cop	1.5	0.0	1.0	1.0	GRAVEL	
140	Cordov	SC	SC		Orca Inlet Drive	Copper Rvr. Hwy Jct (MP 0.13) - End	3.9	0.0	2.3	2.3	GRAVEL	
141	Cordov	SC	SC		Pt Whiteshed Road	Copper Rvr. Hwy Jct (MP 1.44) - End	11.4	0.0	5.7	5.7	PAVED	
142	Cordov	SC	SC		Sheridan Glacier Road	Copper Rvr. Hwy Jct (MP 13.81) - En	11.2	0.0	4.1	4.1	GRAVEL	
143	Nelch	SC	SC		Lake Louise Road	Glenn Hwy. (MP 279.36) - End Rte.	43.7	0.0	18.7	18.7	GRAVEL	
144	Paxson	SC	SC		7-Mile Lake Access Road	Denali Hwy (MP 6.5) - End Rte	0.7	0.0	0.7	0.7	GRAVEL	
145	Paxson	SC	SC		Fielding Lake Road	Richardson Hwy (MP 205.71) - End R	5.4	0.0	1.8	1.8	GRAVEL	
146	Paxson	SC	SC		One Mile Pit Road	Richardson Hwy (MP 190.15) - End R	2.0	0.0	1.0	1.0	GRAVEL	
147	Slana	SC	SC		91-Mile Loop	Tok Cut-Off (MP 90.8) - End Rte.	4.0	0.0	2.0	2.0	PAVED	
148	Slana	SC	SC		Mentasta Spur Road	Tok Cut-Off (MP 81.4) - Fish Crk Br	14.3	0.0	7.2	7.2	GRAVEL	
149	Slana	SC	SC		Nabesna Road	Tok Cut-Off (MP 59.5) - End Rte. (Nat	52.4	0.0	37.2	37.2	GRAVEL	

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NORTHERN REGION MAINTENANCE AND OPERATIONS
CAT III ROADS

	A	B	C	D	E	F	G	H	I	J	K	L
1	Sta	Dist	Area	SCHOOL BUS RTE	Hwy Name	Termini	Lane Miles	BeginMp	EndMp	CL Miles	Surface	FXNL CLASS
2	Bir Lake	Int	FBKS		BALCH WAY	RICH HWY-RICH HWY	0.8	0.0	0.5	0.5	GRAVEL	LOCAL ROAD
3	Bir Lake	Int	FBKS		CANADAY ROAD	RICH HWY-CUL DE SAC	3.2	0.0	1.9	1.9	GRAVEL	LOCAL ROAD
4	Bir Lake	Int	FBKS		HARDING DRIVE	RICH HWY-RECREATION AREA	2.4	0.0	1.5	1.5	PAVED	MAJOR COLLECTOR
5	Bir Lake	Int	FBKS		JOHNSON ROAD	RICH HWY-PUMP STA 8	13.7	0.0	6.3	6.3	PAVED	MINOR COLLECTOR
6	Bir Lake	Int	FBKS		LOOP ROAD	OLD RICH HWY-RICH HWY	1.0	0.0	0.5	0.5	GRAVEL	LOCAL ROAD
7	Bir Lake	Int	FBKS		LOST LAKE ROAD	RICH HWY-BOY SCOUT CAMP	0.9	0.0	0.7	0.7	GRAVEL	LOCAL ROAD
8	Bir Lake	Int	FBKS		MUNSON'S SLOUGH DRIVE	RICH HWY - RICH HWY	1.0	0.0	0.6	0.6	PAVED	
9	Bir Lake	Int	FBKS		OLD RICH-EIELSON AREA		13.0	0.0		7.2	PAVED	
10	Bir Lake	Int	FBKS		SALCHA DRIVE	RICHARDSON HWY-END	10.8	0.0	5.2	6.4	PAVED	MAJOR COLLECTOR
11	Bir Lake	Int	FBKS		SHAW CREEK ROAD	RICH HWY-FOWLERS FARM	3.1	0.0	2.1	2.2	GRAVEL	LOCAL ROAD
12	Cant	Int	DEN		CANTWELL SCHOOL ROAD	DEN. HWY-OLD ANC/FBKS HWY	0.8	0.0	0.4	0.4	GRAVEL	MINOR COLLECTOR
13	Cant	Int	DEN		KANTISHNA RD (summer only)	MT MCKINLEY PARK BOUNDARY-END	4.5	48.1	52.6	4.5	GRAVEL	
14	Cant	Int	DEN		OLD ANC/FBKS HWY	DENALI HWY - PARKS HWY	1.7	0.0	0.8	0.8	GRAVEL	LOCAL ROAD
15	Cent	Int	FBKS		CIRCLE HOT SPRINGS ROAD	CIRCLE HOT SPRGS RD AREA	11.8	0.0	8.2	10.1	GRAVEL	LOCAL ROADS
16	Cent	Int	FBKS		Eagle Creek Road	Steese Hwy to End Route	1.0	0.0	1.0	1.0	GRAVEL	
17	Cent	Int	FBKS		MILLER HSE/HARRISON CRK RD	STEESE HWY-HARRISON CREEK	9.1	0.0	11.0	11.0	GRAVEL	LOCAL ROAD
18	Cent	Int	FBKS		PORCUPINE CREEK ROAD	STEESE HIGHWAY-END	12.9	0.0	11.0	11.0	GRAVEL	LOCAL ROAD
19	Cent	Int	FBKS		TAMARACK ROAD	STEESE HWY - STEESE HWY	0.5	0.0	0.3	0.3	GRAVEL	
20	Coldft	Int	DAL		WISEMAN / NOLAN ROAD	Wiseman/Hammond Rvr Rd Jct - En	4.9	0.0	5.5	5.5	GRAVEL	
21	Delta	Int	TOK		BARLEY WAY	SAWMILL RD-END MAINTAINENCE	16.0	0.0	8.0	8.0	GRAVEL	
22	Delta	Int	TOK		CLEARWATER LAKE ROAD	E JCT-W JCT DELTA CLEARWTR	4.3	0.0	2.0	2.0	GRAVEL	LOCAL ROAD
23	Delta	Int	TOK		DICKSON ROAD	S JCT-W JCT DELTA CLEARWTR RC	3.5	0.0	1.6	1.6	GRAVEL	LOCAL ROAD
24	Delta	Int	TOK		HANSON ROAD (AG)	REMINGTON/J.W. RD-END	4.6	0.0	2.0	2.0	GRAVEL	
25	Delta	Int	TOK		KEASTER ROAD	REMGTON SPUR - O. NISTLR RD	3.0	0.0	1.5	1.5	GRAVEL	
26	Delta	Int	TOK		NISTLER ROAD	RICH MP 266.5 - CLEARWTR RD	18.8	0.0	7.5	7.5	GRAVEL	MINOR COLLECTOR
27	Delta	Int	TOK		QUARTZ LAKE ROAD	RICHARDSON HWY-QUARTZ LK	5.4	0.0	2.7	2.7	GRAVEL	MINOR COLLECTOR
28	Delta	Int	TOK		REKAS ROAD	RICHARDSON HWY-END	0.1	0.0	0.3	0.3	GRAVEL	LOCAL ROAD
29	Delta	Int	TOK		SAWMILL ROAD (1403)	ALASKA HIGHWAY-END ROUTE	19.9	0.0	7.5	7.5	GRAVEL	
30	Delta	Int	TOK		SPENGLER ROAD	AK HWY JCT - END MAINT.	15.2	0.0	7.0	7.0	GRAVEL	
31	Delta	Int	TOK		SPRUCE ROAD (1410)	AK HWY JCT - END MAINT.	11.5	0.0	4.3	4.3	GRAVEL	
32	Delta	Int	TOK		TANANA LOOP ROAD	RICHARDSON HWY-END	25.7	0.0		11.1	GRAVEL	MINOR COLLECTOR
33	Eagle	Int	TOK		EAGLE MISSION ROAD	TAYLOR HWY-INDIAN VILLAGE MISSIC	5.7	0.0	3.1	3.1	GRAVEL	MINOR COLLECTOR
34	Fbks	Int	FBKS	Yes	23RD AVENUE EXT.	So Cushman Ramp-W Cowles/Lathr	3.3	0.0	0.9		PAVED	URBAN COLLECTOR
35	Fbks	Int	FBKS	Yes	3RD STREET	OLD STEESE - HAMILTON AVE	1.9	0.0	0.4	0.4	PAVED	
36	Fbks	Int	FBKS	No	ALBERTA		0.6	0.0	0.3	0.3	GRAVEL	
37	Fbks	Int	FBKS	No	ALSTON ROAD NORTH	DAVIS ROAD-END	0.6	0.0	0.3	0.3	PAVED	URBAN STREET
38	Fbks	Int	FBKS	No	ALSTON ROAD SOUTH	DAVIS ROAD-END	0.5	0.0	0.3	0.3	PAVED	URBAN STREET

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Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix I

DOT/PF FY98 facilities maintenance cost by building

NORTHERN REGION MAINTENANCE AND OPERATIONS
CAT III ROADS

	A	B	C	D	E	F	G	H	I	J	K	L
1	Sta	Dist	Area	SCHOOL BUS RTE	Hwy Name	Termini	Lane Miles	BeginMp	EndMp	CL Miles	Surface	FXNL CLASS
76	Fbks	Int	FBKS	Yes	MCGRATH ROAD	OLD STEESE (FOX)-FRMRS LP	5.3	0.0	2.9	2.9	PAVED	
77	Fbks	Int	FBKS	Yes	MILLER HILL ROAD	SHEEP CREEK RD-YANKOVICH RD	1.3	0.0	0.7	0.7	PAVED	
78	Fbks	Int	FBKS	Yes	MOORE/CARTWRIGHT ROAD	PEGER AT VAN HORN-END (FIA)	4.4	0.0	2.0	2.0	GRAVEL	MINOR COLLECTOR
79	Fbks	Int	FBKS	Yes	MURPHY DOME EXTENSION	SPINACH CREEK - RADAR SITE	13.4	18.7	26.0	7.3	GRAVEL	
80	Fbks	Int	FBKS	Yes	MURPHY DOME ROAD	GOLDSTREAM-SPINACH CREEK	18.5	10.5	18.7	8.2	PAVED	MAJOR COLLECTOR
81	Fbks	Int	FBKS	Yes	NEWBY/LINEMAN	MISTLETOE-MISTLETOE	3.4	0.0	1.7	1.7	PAVED	
82	Fbks	Int	FBKS	Yes	NOME DRIVE	PHILLIPS FIELD - FOX AVENUE	2.0	0.0	1.0	1.0	PAVED	
83	Fbks	Int	FBKS	Yes	O. CHENA PMP RD = LUDECKER	S JCT-N JCT CHENA RGE RD	1.2	0.0	0.5	0.5	GRAVEL	LCOAL ROAD
84	Fbks	Int	FBKS	Yes	OLD AIRPORT ROAD	AIRPRT WY-PARKS NB OFF RMP	0.9	0.0	0.3	0.3	PAVED	
85	Fbks	Int	FBKS	Yes	OLD CHATANIKA ROAD		2.2	0.0	1.9	1.9	GRAVEL	
86	Fbks	Int	FBKS	Yes	Old Chena Hot Springs Road	MP 0.2 CHSR to MP 0.8 CHSR	1.0	0.0	0.6	0.6	PAVED	
87	Fbks	Int	FBKS	Yes	OLD ELLIOTT HWY (ELLIS JCT)	MILE 19.37 - END	3.1	0.0	1.7	1.7	GRAVEL	
88	Fbks	Int	FBKS	Yes	OLD NEN. HWY(ESTER WEST)	306.16 PRKS - PRKS AT ESTER	29.6	0.0	9.9	9.9	PAVED	
89	Fbks	Int	FBKS	Yes	OLD RICH HWY (NORTH POLE)	ALL SECTIONS	31.6	0.0		12.6	PAVED	
90	Fbks	Int	FBKS	Yes	OLD STEESE HIGHWAY (FBKS)	WENDELL BRIDGE-STEESE EXPR	3.0	0.0	1.3	1.3	PAVED	URBAN MINOR ARTER
91	Fbks	Int	FBKS	Yes	OLD STEESE HIGHWAY (FOX)	FRMRS LP - STEESE & ELLIOTT	32.1	0.0	8.6	8.6	PAVED	
92	Fbks	Int	FBKS	Yes	PEEDE ROAD	BADGER-BROCK ROAD	6.5	0.0	2.0	2.0	PAVED	MAJOR COLLECTOR
93	Fbks	Int	FBKS	Yes	PERSINGER DRIVE	PEEDE ROAD-BADGER LOOP	5.0	0.0	2.3	2.3	PAVED	MINOR COLLECTOR
94	Fbks	Int	FBKS	Yes	RAINBOW DRIVE	CHS RD-END MAINT	1.7	0.0	0.6	0.6	PAVED	LOCAL ROAD
95	Fbks	Int	FBKS	Yes	RAVENWOOD ROAD	DALE ROAD-END	1.1	0.0	0.5	0.5	PAVED	MINOR COLLECTOR
96	Fbks	Int	FBKS	Yes	REPP ROAD	BADGER LOOP RD-END	3.6	0.0	1.8	1.8	PAVED	MINOR COLLECTOR
97	Fbks	Int	FBKS	Yes	ROZAK ROAD	OLD RICH (BADGR RD)- RICH (H	0.6	0.0	0.4	0.4	GRAVEL	LOCAL ROAD
98	Fbks	Int	FBKS	Yes	SKYLINE DRIVE	FARMERS LOOP-SKYRIDGE	4.0	0.0	1.9	1.9	PAVED	LOCAL ROAD
99	Fbks	Int	FBKS	Yes	SKYRIDGE	SKYLANE-OLD STEESE	4.0	0.0	1.9	1.9	GRAVEL	MAJOR COLLECTOR
100	Fbks	Int	FBKS	Yes	SMALL TRACTS ROAD	CHENA PUMP RD-CHENA RIVER	2.0	0.0	0.9	0.9	PAVED	MINOR COLLECTOR
101	Fbks	Int	FBKS	Yes	SPINACH CREEK ROAD	MURPHY DME RD-OLD MURPHY DOM	8.4	0.0	4.4	4.4	PAVED	MINOR COLLECTOR
102	Fbks	Int	FBKS	Yes	ST PATRICKS ROAD	HENDERSON RD-ESTR DME RD	4.5	0.0	3.0	3.0	GRAVEL	LOCAL ROAD
103	Fbks	Int	FBKS	Yes	STEELE CREEK ROAD	OLD STEESE-END	2.1	0.0	0.4	1.1	PAVED	LOCAL ROAD
104	Fbks	Int	FBKS	Yes	STEELE CREEK ROAD	CHS RD-GILMORE TRAIL	5.5	0.0	3.0	3.0	GRAVEL	MAJOR COLLECTOR
105	Fbks	Int	FBKS	Yes	TRAINOR GATE ROAD	AK RR XING - OLD STSE (FBKS)	2.2	1.0	1.9	0.8	PAVED	
106	Fbks	Int	FBKS	Yes	WILBUR STREET	Airport Way to Univ. Ave/Davis	1.9	2.1	2.7		PAVED	URBAN LOCAL ROAD
107	Fbks	Int	FBKS	Yes	WOLL ROAD	BRADWAY-END	2.3	0.0	1.3	1.3	GRAVEL	
108	Fbks	Int	FBKS	Yes	YANKOVICH ROAD	BALLAINE-MILLER HILL	3.0	0.0	1.7	1.7	PAVED	
109	Healy	Int	DEN		COAL STREET	HEALY ROAD-HEALY SCHOOL	2.3	0.0	0.6	0.6	GRAVEL	LOCAL ROAD
110	Healy	Int	DEN		FERRY ROAD	PARKS HWY-NENANA RIVER	1.9	0.0	0.9	0.9	GRAVEL	
111	Healy	Int	DEN		FERRY/EVA/MOOSE CRK RD	AK RR-EVA CREEK MINE AREA	21.2	0.0	21.8	21.2	GRAVEL	MINOR COLLECTOR
112	Healy	Int	DEN		HEALY ACCESS ROAD	HEALY ROAD-END	3.1	0.0	1.6	1.6	GRAVEL	

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Department of Transportation and Public Facilities
FY98 Facility Maintenance Costs by Building

Ledger Code (LC)	Total Costs	LC Name
35007616 Total	21,121	CE Soldotna Mntc Shop
35007643 Total	36,230	CE Dillingham Shop
35007883 Total	27,769	CE Homer Mtnc Shop
35007884 Total	25,958	CE Kodiak Mtnc Shop
35007889 Total	18,709	CE Chulitna Mtnc Shop
35007890 Total	7,064	CE Naknek Garage
35007972 Total	31,472	CE Silvertip Mntc Shop
35007986 Total	182,984	CE Equip Shop
35008035 Total	21,613	CE Seward Mntc Shop
35091006 Total	40,726	CE Aniak Warm Storage
35091013 Total	65,291	CE Cold Bay Mntc Shop
35091092 Total	104,272	CE Palmer Mntc Shop
35091098 Total	47,839	CE Bethel Hwy Bldg
35091099 Total	35,546	CE McGrath Mtnc Shop
34300238 Total	20,591	CE Iliamna Mtnc Shop
35091182 Total	45,393	CE Soldotna Shop (New)
35090481 Total	0	NO Jim River Generator
35090491 Total	0	NO Jim River Generator
35092000 Total	13,694	NO Barrow Shop Garage
35092009 Total	35,389	NO Deadhorse Shop Garage
35092076 Total	77,145	NO Sag River Shop
35092077 Total	13,099	NO Sag River Shop
35092078 Total	31,218	NO Sag River Gen Bldg
35092079 Total	25,290	NO Sag River Life Support
35092080 Total	72,412	NO Chandalar Shop
35092083 Total	16,120	NO Sag River Bunkhouse
35092085 Total	11,772	NO Chandalar Bunkhouse
35092089 Total	104,056	NO Prospect Vehicle Storage
35092090 Total	63,591	NO 7MI Vehicle Storage
35092091 Total	82,468	NO 7MI 14 Man Living Unit
35092092 Total	27,426	NO Prospect Life Support Bldg
35092093 Total	4,323	NO 5MI Life Support Bldg
35092094 Total	8,727	NO 14 Man Living Unit
35092095 Total	72,725	NO Coldfoot Vehicle Storage
35092145 Total	0	NO Deadhorse Storage
35092149 Total	0	NO Coldfoot Bldg
35092150 Total	0	NO Coldfoot Bldg
35092154 Total	0	NO Chandalar Bldg
35006358 Total	19,013	NO O'Brien Crk Shop

NORTHERN REGION MAINTENANCE AND OPERATIONS
CAT III ROADS

	A	B	C	D	E	F	G	H	I	J	K	L
1	Sta	Dist	Area	SCHOOL BUS RTE	Hwy Name	Termini	Lane Miles	BeginMp	EndMp	CL Miles	Surface	FXNL CLASS
150	Taz	SC	SC		Copper Center Loop	Old Rich. Hwy Loop (195500)-Old Ric	1.0	0.0	0.6	0.6	GRAVEL	
151	Taz	SC	SC		Copper Valley School Road	Richardson Hwy - End Rte.	3.0	0.0	1.1	1.1	PAVED	
152	Taz	SC	SC		Copperville Road	Richardson Hwy (MP 116.4) - End Rte	2.0	0.0	1.0	1.0	GRAVEL	
153	Taz	SC	SC		Glennallen School Road	Seward/Glennallen Hwy (MP 306.5)-	0.6	0.0	0.4	0.4	GRAVEL	
154	Taz	SC	SC		Glennallen Subdivision Road	Seward/Glennallen Hwy (MP 306.88)	2.4	0.0	1.2	1.2	GRAVEL	
155	Taz	SC	SC		Klutina Lake Road	Old Rich. Hwy Loop (195500)-End Rt	39.0	0.0	26.0	26.0	GRAVEL	
156	Taz	SC	SC		Silver Springs Road	Old Rich. Hwy Loop (195500)-End Rt	0.8	0.0	0.5	0.5	PAVED	
157	Taz	SC	SC		Tazlina Terrace	Richardson Hwy (MP 115.94) - End M	2.0	0.0	1.0	1.0	GRAVEL	
158	Thomps	SC	SC		Blueberry Lake Road	Richardson Hwy - End Rte.	1.6	0.0	1.0	1.0	GRAVEL	
159	Thomps	SC	SC		Worthington Glacier Road	Richardson Hwy - End Rte.	0.8	0.0	0.5	0.5	GRAVEL	
160	Valdez	SC	SC		Hazelet Avenue	Richardson Hwy - End Route	1.5	0.0	0.6	0.6	PAVED	
161	Valdez	SC	SC		Mineral Creek Drive	Hanagita Street - End Route	6.4	0.0	5.8	5.8	PAVED	
162	Valdez	SC	SC		Mineral Creek Loop	Richardson Hwy. - Richardson Hwy/V	3.8	0.0	1.6	1.6	PAVED	
163	Valdez	SC	SC		Robe Lake Road	Richardson Hwy - Robe Lk. Picnic Ar	0.9	0.0	0.5	0.5	GRAVEL	
164	Valdez	SC	SC		Valdez Glacier Road	Valdez Airport Rd. - End Rte.	7.4	0.0	3.0	3.0	PAVED	
165	BearCk	W	W		Big Hurrah	Jct., MP 41 Council Rd - End Rte	6.0	0.0	3.0	3.0	GRAVEL	
166	BearCk	W	W		Ophir Road	Jct., MP 71.5 Council Rd - End Rte	10.0	0.0	12.0	12.0	GRAVEL	
167	Cotton	W	W		Pilgrim Hot Springs Road	Jct. MP 514.6 of 160000 - End Rte	14.4	0.0	7.2	7.2	GRAVEL	
168	Kotz	W	W		Deering Airport Road	Jct., MP 24.65 of Deering Rd - Airstrip	0.3	0.0	0.2	0.2	GRAVEL	
169	Kotz	W	W		Deering Road	Mile 0 to Smith Creek	22.3	0.0	25.7	25.7	GRAVEL	
170	Nome	W	W		Center Creek Road	Seppala Dr. to Jct. MP 574.54 of 160	6.0	0.0	2.6	2.6	GRAVEL	
171	Nome	W	W		Dexter Road	Jct. MP 573.4 of 160000 - End Rte	12.0	0.0	4.8	4.8	GRAVEL	
172	Nome	W	W		Doyle Drive	Center Crk Rd. to Airport	0.6	0.0	0.5	0.5	PAVED	
173	Nome	W	W		Glacier Creek Road	Jct. MP 574.3 of 160000 - End Rte	20.8	0.0	17.8	17.8	GRAVEL	
174	Nome	W	W		Nome By-Pass	Jct. MP 571 of 160000 - Center Crk R	0.7	1.4	1.8	1.8	GRAVEL	
175	Nome	W	W		Nome Port Access Road	Seppala Dr. to D.O.T. & P.F., Western	1.0	0.0	0.1	0.1	GRAVEL	
176	Nome	W	W		Osborne Road	MP 0 to Nome River	7.2	0.0	5.6	5.6	GRAVEL	
177	Nome	W	W		Steadman Street	Jct. MP 570.1 of 160000 - End Rte	0.7	0.0	0.4	0.4	PAVED	
178	StMary	W	W		Pilot Station	Pilot Station to Airstrip	2.0	0.0	1.0	1.2	GRAVEL	
179	StMary	W	W		Pitkas Point Spur	Jct., MP 4.25 of 097000	3.0	0.0	1.5	1.8	GRAVEL	
180	StMary	W	W		St Marys Airport Road		14.0	0.0	7.0	7.0	GRAVEL	
181	StMary	W	W		Yukon River Access Road		3.0	0.0	1.5	1.5	GRAVEL	
182	Teller	W	W		Lost River Road	MP 0 - End Maintainence	5.3	0.0	6.3	6.3	GRAVEL	
183	Teller	W	W		Wooley Lagoon Road	Jct. MP 610.4 of 160000 - End Rte	7.8	0.0	7.8	7.8	GRAVEL	
184												

34000574 Total	25,075	Int Galena Empl Residence
34000584 Total	23,725	Int Fac Empl Housing
34000585 Total	9,410	NO Tok Employee Housing-RSA
34000676 Total	210	Valdez Airport - Rural
34000714 Total	0	Slana Mtnc Fac Upgrade - RSA
34000718 Total	0	NO 7 MI Station Util Upg
34000794 Total	0	Western H&A FY96 Def Mntc
34000821 Total	82,676	NR Trooper Housing
34000837 Total	0	NR Underground Strg Tanks - RSA
34000850 Total	428	Fbxs Leased Bldg #2371
34000860 Total	4,051	Tok Courthouse Maintc
34000866Total	13,072	96 Western District Storm
34000870 Total	103,622	NO Reg DNR Bldg Maintenance
34000872 Total	0	Nome State Ofc Bldg Lamp - RSA
34000885 Total	0	Interior SEF Shop Painting
34000886 Total	0	Nenana Shop Repair/Renovation
34000887 Total	0	Peger Sewer Line Replacmnt - RSA
34000892 Total	0	Cordova School Flashing Lt -RSA
34000894 Total	404	Peger Telecpmm Janitorial
34000905 Total	0	FFY97 SC Surface Mntc Non-Rtne
34000911 Total	38,462	Nome M&O Sand Shed
34000927 Total	203	Ft Yukon Building Renovation
34000936 Total	0	Frbks Courtrm Alteratn - RSA
34000937 Total	0	West Arpt Def Mntc FY98
34000942 Total	0	West Hwy Def Mntc FY98
34000948 Total	0	Interior Fac ADA - RSA
34000971 Total	0	Weights & Measures Mntc
34000972 Total	0	H&SS/DPA Ofc Rmdl - RSA
34000973 Total	0	Frbks DOL Ofc Remodel - RSA
34000974 Total	1,745	F&G Fac Support-General
34000979 Total	0	Pilot Station A/P Light
34000982 Total	0	SC Energy Savings Imp - RSA
34000983 Total	1,559	WD - Energy Saving Imprv
34000985 Total	0	NR Finance Ceiling
34000991 Total	0	F&G Fac Supt-Mech Rm - RSA
34000992 Total	0	NR DNR Wall Repair - RSA
34000993 Total	0	F&G Sport Fish Fuel - RSA
34000994 Total	0	FROB Wrkrs Comp Wall - RSA
34000996 Total	0	Tok Motor Veh Office
34001006 Total	16,109	FFY98 Tok Surf M-Interior
34001009 Total	0	Frbks ROB Glass Dmge - RSA

34300244 Total	615	SC Cordova Sand Shed
34300245 Total	1,339	Cordova Power Plant
34300254 Total	6,497	CE Cooper Bldg Homer Aprt
34300381 Total	865	Anch Area I - Cat 1
34300385 Total	577	Anch Area II - Cat 2
34300393 Total	288	Anch Area V - Cat 1
34300462 Total	3,601	CE Ekwok Equip Storage
34300463 Total	0	Emmonak Equp Storge - RSA
34300467 Total	1,468	CE Goose Bay Equip Storage/Shop
34300471 Total	536	CE Hooper Bay Arpt Strg
34300490 Total	1,161	CE Mekoryuk Storage
34300495 Total	517	New Stuyahok Storage
34300499 Total	269	CE Nunapitchak Storage
34300503 Total	415	CE Pedro Bay Storage
34300510 Total	415	CE Portage Crk Storage
34300511 Total	4,536	CE Quartz Crk Equip Storage
34300512 Total	230	CE Quinhagak Eq Storage
34300522 Total	350	CE Sleetmute Equip Storage
34300524 Total	517	CE Togiak Equip Storage
34300528 Total	350	CE Ugashik Eqp Storage
34300534 Total	733	CE Cold Bay Sand Storage
34300624 Total	20,365	CE Bethel Arpt Shop
34300625 Total	2,683	CE Palmer Warm Storage
34300656 Total	115	CE Kasigluk Arpt Storage
34300669 Total	20,070	CE Pt Heiden Arpt Building
34300677 Total	609	CE Palmer Equip Storage
34300703 Total	44,018	CE Employee Housing
34300869 Total	557	Seldovia Leased Shop
Various LCs	1,689	CE 99 Unbudgeted RSAs
Various LCs	145,595	CE 99 Budgeted RSAs
Various LCs	116,839	NO 99 Unbudgeted RSAs
Various LCs	40,200	NO 99 Budgeted RSAs
Various LCs	186,754	SE 99 Unbudgeted RSAs
Various LCs	83,888	SE 99 Budgeted RSAs
35000246 Total	6,974	NO Hwy Avtn Lab Trailer
35000247 Total	17,225	Livengood Bunkhouse
35005001 Total	283	NO Chicken Arpt Mtnc
35006298 Total	4,511	NO Nulato/New Bldg
35006299 Total	814	NO Galena/New Bldg
35006311 Total	22	NO Central Strg Bldg
35006313 Total	0	CE Chefornak Arpt Terminal

Department of Transportation and Public Facilities
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35007664 Total	12,288	NO Birch Lake Garqge
35007668 Total	19,456	NO Delta Garage
35007687 Total	61,583	NO Tok Garage
35007727 Total	77,534	NO Cantwell Garage
35007729 Total	20,845	NO Nenana Shop
35007877 Total	32,648	NO Central Garage
35007878 Total	19,662	NO Healy Shop
35007918 Total	21,450	NO East Fork Shop
35007964 Total	54,197	NO Trims Shop
35007966 Total	239,660	Int Equip Bldg Frbks Facil
35007974 Total	52,039	NO Livengood Shop
35007975 Total	19,444	NO Manly Hot Sprgs Shop
35007984 Total	14,741	NO South Fork Shop
35008013 Total	559	NO Ruby Shop
35008020 Total	11,746	NO Cold Storage Eagle Facil
35092156 Total	29,417	NO Montana Crk Mtnc Facil
35921721 Total	49,867	NO Northway 1 Story Metal
35007809 Total	54,142	SC Valdez Equip Shop
35007815 Total	64,682	SC Thompson Shop
35007859 Total	42,736	No Nelchina Shop
35007861 Total	18,191	SC Slana Garage
35007872 Total	114,549	SC Paxson Shop
35007900 Total	120,638	SC Tazlina Shop
35007959 Total	80,441	SC Cordova Shop
35007981 Total	10,806	SC Chitina Shop
35095005 Total	8,855	SC Valdez Equip Shop
34101 02 Total	23,339	SE FY96 Fleet Space Rent - RSA
35007751 Total	25,866	SE Haines Garage
35007762 Total	37,851	SE Ketchikan Mntc Shop
35007951 Total	9,078	SE Klawock Shop
35007969 Total	184,817	SE Jun Hwy Complex 7 MI
35007985 Total	28,558	SE Petersburg Mntc Shop
35093049 Total	6,646	SE Skagway Mntc Shop
35093054 Total	66,028	SE Yakutat Mntc Shp
34000547 Total	0	Western SEF Space Rent - RSA
35007787 Total	70,473	NO Nome Mtnc Facility
34000456 Total	14,641	SC Employee Housing RSA

Department of Transportation and Public Facilities
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35007602 Total	0	CE Seward Storage
35007605 Total	161	CE Seward Storage
35007606 Total	3,586	CE Seward Garage
35007607 Total	0	CE Soldotna Carpenter Shop
35007610 Total	0	CE Soldotna Storage
35007615 Total	0	CE Soldotna Storage
35007628 Total	270	CE Ninilchik Garage
35007630 Total	0	CE Homer Storage
35007630 Total	2,538	CE Homer Storage
35007639 Total	14,674	CE Willow Garage
35007640 Total	12,964	CE Bethel Mtnc Shop
35007644 Total	335	CE Naknek Storage
35007661 Total	22,378	NO Fairbanks Storage
35007662 Total	137	NO Birch Lake Generator
35007663 Total	0	NO Shed Storage-Birch Lake
35007667 Total	0	NO Shed Sand Strg-Delta Junction
35007680 Total	22	Utility/Healy
35007690 Total	0	CE Robbie's Shop/Tok
35007692 Total	0	Tok Asphalt HTD Tank
35007695 Total	91,432	NO Tok Storage
35007715 Total	1,401	NO O' Brien Utility
35007720 Total	0	Utility/ Cantwell
35007721 Total	396	NO Cantwell Utility
35007724 Total	1,053	Storage Bldg A
35007725 Total	421	Storage Bldg B
35007726 Total	0	Storage Bldg C
35007730 Total	57	Ruby Storage
35007736 Total	13,839	NO Livengood Utiltiy
35007758 Total	16,064	SE Sitka Mntc Shop
35007761 Total	0	SE Wrangell Garage
35007768 Total	0	Nome Depot Shelter.
35007769 Total	0	Nome Tool Shed
35007770 Total	5,95[illegible]	NO Nome Airport Mgr Office
35007772 Total	331	NO Nome Fuel Dispensing Facility
35007780 Total	0	Nome Storage Building
35007781 Total	2,578	NO Nome Equip Storage Bldg
35007782 Total	2,961	Nome Sand Storage
35007783 Total	383	NO Nome Equip Storage Bldg
35007785 Total	665	NO Nome Equip Storage Bldg
35007786 Total	363	Nome Cold Storage
35007789 Total	6,821	Nome Materials Lab

Department of Transportation and Public Facilities
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34001011 Total	0	Fbks F&G Sport Fish Remodel
34001012 Total	46,385	FROB One Stop Rmdl - RSA
34001013 Total	0	Cantwell House Renovation
34001014 Total	0	NR SEF Office Rmdl - RSA
34001015 Total	0	Dalton Hwy Bldg Insulatn - RSA
34001016 Total	2	Tok Comb Fac Lighting Upg - RSA
34001026 Total	25	Tok cale Fac Deferred Mntc - RSA
34001027 Total	0	Frbks DNR Forrest Bunkhouse
34001028 Total	419	Frbks F&G Wildlife Wail - RSA
34001031 Total	0	St Marys Arpt Costs
34001032 Total	0	Safety Sound Brdg Cost
34001033 Total	0	Cantwell House Renvtn - RSA
34001036 Total	29,441	Denardo Center Maint
34001040 Total	48,070	Fahrencamp Center Maint
34001043 Total	7,344	Valdez Community Hospital
34001046 Total	38	NR Sec Rd - Ester Dome
34001055Total	539	Interior Underground Tank Rem
34001056Total	15,070	Interior Aboveground Tank Rem
34001070 Total	20,000	Delta Couthouse & Jail
34001079 Total	8,702	Trooper Interior Room Remod
34001080 Total	9,053	Fahre/Denardo Sprin
34001085 Total	209	Nome Airport Apron & Taxiway
34001101 Total	5,933	Fox Weigh Station
34001102 Total	7,529	Ester Weigh Station
34001103 Total	8,263	Tok Weigh Station
34001104 Total	5,168	Rich IB Weigh Station
34001105Total	3,853	Rich OB Weigh Station
34001106Total	2,311	Valdez Weigh Station
34001111Total	8,940	Fairbanks Office Const
34001112Total	5,905	Valdez Comb Fac Office
34001132Total	739	Tok DEC Window Instal
34001144Total	2,840	FROB Job Srv Prv Office
34001146Total	2,345	Tok Courthouse Mntc
34001150Total	2,263	Roject Control Office Paint
34001151 Total	1,187	Cordova Arpt Runway
34001152 Total	4,560	DEC Carpet Install
34300236 Total	536	CE Swentna Equip Storage
34300237 Total	13,845	CE Unalaska Shop
34300241 Total	782	CE Dillingham Sand Shed
34300242 Total	0	CE Birchwood Sand Storage
34300243 Total	2,669	CE Bethel Sand Storage

35007921 Total	-584	SC Cordova Storage
35007922 Total	168	SC Paxson Utility
35007924 Total	1,744	SC Sheep Ck Whse
35007934 Total	73	Chulitna Powerhouse
35007939 Total	11,605	NO Bunkhouse - South Fork
35007947 Total	0	South Fork Shed
35007950 Total	0	SE Yakutat Shop
35007953 Total	16,475	CE Mat Lab Bldg
35007954 Total	11,062	CE HQ Materials
35007955 Total	75,708	CE Large Veh Warm Storage
35007956 Total	19,663	CE Small Veh Warm Storage
35007957 Total	107,728	CE Pub Safty Bldg
35007960 Total	0	CE Nome Sewer Treatment
35007961 Total	47	SC Paxson Sand Storage
35007963 Total	2,912	SC Chitina Power Plant
35007965 Total	396	Trims Light Plant
35007967 Total	17,704	CE Kalsin Bay Mntc Shop
35007968 Total	3,052	CE Kalsin Bay Powerhouse
35007982 Total	206	SC Valdez Sand Storage
35007987 Total	300	SE Hyder Mtnc Shop
35007988 Total	1,168	NO Livengood Generator
35007990 Total	18,038	CE Tudor RD Chemical Storage
35008011 Total	616	NO ATCO East Fork Shop
35008029 Total	8,129	CE Cascade Storage
35008034 Total	391	CE Silvertip Powerhouse
35008040 Total	2,939	SC Cordova Sand Shed
35008044 Total	586	CE Kasigluk Arpt Equip Storage
35008045 Total	2,712	CE Unalaska Arpt Sand Storage
35008604 Total	0	NO Generator
35008605 Total	0	NO Generator
35008046 Total	461	CE South Naknek Equip Storage
35008047 Total	559	CE Nelson Lagoon Equip Storage
35008048 Total	649	CE Newtok Arpt Equip Storage
35008049 Total	515	CE Koliganek New Arpt Equip
35008983 Total	450	SC Sand Shed Valdez
35009062 Total	0	NO 7 MI Generator
35009741 Total	7,043	Tok Generator Building
35016506 Total	4,016	SC Chitina Generator
35020281 Total	0	Coldfoot 1 CAT Generator
35020282 Total	0	Coldfoot 2 CAT Generator
35060010 Total	0	CE Rezanof w/Anton Stat.

35006315 Total	269	CE Chignik Lake Eq Storage
35006338 Total	3,438	NO Birch Creek Equip Storage
35006340 Total	35	NO Allakaket Arpt Bldg
35006344 Total	124	SC Cordova Sand Storage
35006350 Total	140	CE Crooked Creek Arpt Storage
35006445 Total	0	CE Girdwood Storage
35006465 Total	2,117	NO Galena Mtnc Shop
35006483 Total	350	Hughes Storage Bldg
35006607 Total	252	CE Koioganek Equip Storage
35006629 Total	190	CE Kodiak Generator
35006682 Total	272	Beaver Airport Equip Bldg
35006683 Total	2,152	NO Kaltag Arpt Eqp Bldg
35006689 Total	415	CE Nightmute Equip Storage
35006701 Total	104	Nome Cold Storage Hut #5
35006702 Total	429	Nome Cold Storage Hut #6
35006703 Total	673	Nome Cold Storage Hut #7
35006704 Total	0	Nome Cold Storage Hut #8
35006705 Total	140	Nome Cold Storage Hut #9
35006748 Total	4,016	Perkins 60KW Genset
35006777 Total	0	Pilot Station Arpt Storage
35006790 Total	0	NO Shungnak Equip Storage
35006794 Total	0	Stebbins Equip Storage
35006795 Total	107	Stevens Village Barge
35006858 Total	0	NO ST MichaelEquip Storage
35006869 Total	0	NO Teller Equip Storage
35006895 Total	937	CE Tooksook Bay Arpt Strg
35006924 Total	162	Umiat Storage Bldg
35006925 Total	355	Umiat Storage Bldg
35006926 Total	1,541	Umiat Storage Bldg
35006928 Total	8	Umiat Latrine
35006929 Total	57	Umiat Utility Bldg
35006930 Total	293	Umiat Mtnce Fac
35006933 Total	423	Umiat Living Quarters
35006989 Total	0	Kopyukuk Storage Building
35006991 Total	727	Stevens Village Strg Bldg
35007571 Total	0	CE Palmer Storage
35007574 Total	23,352	CE Cascade Storage
35007575 Total	1,584	CE Cascade Storage
35007576 Total	145	CE Cascade Generator
35007583 Total	26,478	CE Girdwood Generator
35007599 Total	15,011	CE Moose Pass Mtnc

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35091062 Total	53,750	CE Kodiak Comb Facil
35091063 Total	64,797	CE Kodiak Reg Ofc Bldg
35091064 Total	24,333	CE Kodiak Griffin Bldg
35091065 Total	337	CE McGrath Sand Storage
35091067 Total	0	CE McGrath Gas Pumphouse
35091068 Total	794	CE Sand PT Mntc Shop
35091069 Total	1,384	CE Seward Arpt Storage
35091071 Total	0	CE Anch Gas & Oil - DNR
35091072 Total	2,330	CE Talkeetna Shop Bldg
35091073 Total	0	CE Tlkeetna Storage
35091093 Total	10,399	CE Birchwood Aprt Shop
35091094 Total	7,270	CE Anch Equip Storage
35091095 Total	269	CE Port Graham Eq Storage
35091096 Total	30,370	CE Kodiak Aprt Mntc
35091111 Total	500	CE St. George Arpt Eq Strg
35091112 Total	461	CE Akhiok Arpt Eq Strg
35091113 Total	279	CE Napaskiak Arpt Eq Strg
35091114 Total	279	CE Chignik Arpt Equip Strg
35091115 Total	371	CE Igiugig Arpt Eq Strg
35091116 Total	419	CE Egegik Arpt Eq Strg
35091117 Total	383	CE Chenega Bay Aprt Equip Strg
35091118 Total	405	CE Larsen Bay Eq Strg
35091119 Total	60,919	CE Carriage House Annex
35091122 Total	3,192	CE Anch Gosnell Bldg
35091124 Total	269	CE ATka Eqp storage
35091129 Total	269	CE Chuathbaluk Eq Storage
35091131 Total	223	CE Crooked Creek Eq Storage
35091134 Total	415	CE False Pass Eq Storage
35091135 Total	405	CE Flat Eq Storage
35091136 Total	269	CE Goodnews Bay Equip Strg
35091141 Total	0	CE Karluk Arpt Storage Bldg
35091141 Total	647	CE Karluk Arpt Storage Bldg
35091143 Total	269	CE King Cove Storage
35091146 Total	115	CE Lime Village Arpt St
35091147 Total	975	CE Manokotak Eq Storage
35091148 Total	371	CE Medfra Airport Storage
35091153 Total	115	CE Nikolai Eq Storage
35091156 Total	269	CE Ouzinkie Eq Storage
35091160 Total	269	CE Perryville Eq Storage
35091161 Total	269	CE Pilot Point Eq Storage
35091164 Total	160	CE Port Lyons Eq Storage

35007790 Total	5,462	Nome Sandhut Building
35007802 Total	0	Teller Garage 252-AS
35007803 Total	0	Teller Office/Quarters
35007804 Total	440	SC Valdez Steam Plant
35007805 Total	81,755	SC Valdez Office
35007806 Total	900	SC Valdez Lab
35007807 Total	3,045	SC Valdez Service Station
35007808 Total	14,651	SC Valdez Storage
35007810 Total	1,969	SC Valdez Warehouse
35007811 Total	1,273	SC Valdez Shop Annex
35007812 Total	26,861	SC Valdez Mntc Shop
35007816 Total	28,781	SC Thompson Ofc/Living Quarters
35007817 Total	684	SC Ernestine Power Plant
35007819 Total	11,569	SC Ernestine Garage
35007826 Total	85	SC Cordova Salt Shed
35007827 Total	163	SC Cordova Storage
35007860 Total	1,084	NO Slana Power Plant
35007874Total	2,668	SE Douglas Island Building
35007875 Total	16,699	CE N. Kenai Shop
35007876 Total	1,195	Central Generator Building
35007879 Total	7,991	CE Ninilchik Maintenance Shop
35007885 Total	10,852	CE Soldotna Warm Storage
35007888 Total	151,588	CE Anch Bldg Mntc Shop
35007891 Total	300	CE Takotna Garage
35007892 Total	199,643	Fairbanks Ofc
35007893 Total	40,806	NO Fairbanks Test Lab
35007894 Total	462,064	NO Frbks Mtnc
35007895 Total	55,001	NO Frbks Storage
35007896 Total	47,787	NO Frbks Storage
35007897 Total	6,908	NO Frkbs Pump
35007898 Total	41,495	NO Frbks Supply
35007899 Total	53,945	NO Nome Mntc Shop
35007903 Total	12,058	SC Tazline Warehouse
35007904 Total	0	Tazlina Storage
35007907 Total	415	CE Takotna Storage Bldg
35007911 Total	0	CE Moose Pass Sand Shed
35007912 Total	0	CE Moose Pass Storage
35007916 Total	16,242	CE Cooper Landing Eqp Stor
35007917 Total	391	CE Takotna Power Plant
35007919 Total	989	SC Nelchina Utility
35007920 Total	473	SC Nelchina Storage

35092145 Total	81,177	NO Metal Structure-Deadhorse
35092146 Total	282	NO Coldfoot Wood Frame Bldg
35092148 Total	112	NO Coldfoot Wood Frame Bldg
35092149 Total	7,443	NO Coldfoot Wood Frame Bldg
35092150 Total	24,812	NO Coldfoot Wood Frame Bldg
35092151 Total	0	NO Disaster Creek Bldg
35092153 Total	3,874	NO Montana Crk Facil
35092157 Total	0	NO Montana Crk Mtnc Facil
35092158 Total	0	NO Generator-Montana Crk
35092169 Total	0	Northway Generator
35092174 Total	1,018	NO Coldfoot Generator
35092175 Total	0	NO Coldfoot Generator
35092180 Total	259	NO O'Brien Creek Generator
35092181 Total	1,520	SC Sand Storage
35092182 Total	930	SC Valdez Scale House
35092185 Total	1,955	NO Mule Barn Modular
35092188 Total	19,904	NO Livengood Generator
35092189 Total	0	NO East Fork Generator
35092190 Total	0	NO East Fork Wayside Genrtr
35092191 Total	8,024	NO East Fork Wayside Facility
35092192 Total	25,430	NO Chena Pump Wayside Fac
35092194 Total	4,511	NO Montana Crk Generator
35092195 Total	2,536	NO Montana Crk Generator
35092196 Total	5,807	NO East Fork Generator #3
35092197 Total	2,249	NO East Fork Generator
35092200 Total	4,328	Delta Warm Storage Bldg
35092201 Total	23,761	Sag River Generator
35092202 Total	4,291	Cummins 30KW at 7 Mile
35092203 Total	2,850	7 Mile Generator
35092204 Total	3,188	Jim River Generator
35092205 Total	1,276	Jim River Generator
35092206 Total	6,130	Jime River Generator
35092207 Total	31,624	Chandalar River Generator
35092208 Total	35	Beaver Arpt Elec
35092209 Total	35	Bettles Arpt Elec
35092210 Total	407	Bettles Field Living Qtr
35092211 Total	35	Birch Crk Arpt Elec
35092212 Total	268	Birch Lake Warm Strg
35092213 Total	35	Chalkyitsik Arpt Elec
35092214 Total	59	Delta Jct Radio Bldg
35092215 Total	8	Delta Asphlt Boilr

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35060040 Total	0	CE Rezanof w/Anton Stat.
35068500 Total	0	CE Rezanof w/e/mission
35061597 Total	4,888	SC Slana Generator
35062177 Total	4,888	SC Slana Generator
35069977 Total	0	NO Generator - Frbks Facil
35070409 Total	0	NO Generator - East Fork Facil
35091000 Total	628	CE Anchorage Storage Bldg
35091007 Total	8,253	CE Aniak Garage
35091010 Total	0	CE Bethel CFR Bldg
35091010 Total	1,038	CE Bethel CFR Building
35091014 Total	387	CE Cold Bay CFR
35091016 Total	782	CE Cold Bay Warehouse
35091019 Total	0	CE Cold Bay House #1
35091020 Total	0	CE Cold Bay Housing #2
35091021 Total	0	CE Cold Bay Housing #3
35091021 Total	2,337	CE Cold Bay Housing #3
35091022 Total	339	CE Cold Bay Housing #4
35091023 Total	339	CE Cold Bay Housing #5
35091024 Total	339	CE Cold Bay Housing #6
35091025 Total	339	CE Cold Bay Housing #7
35091026 Total	0	CE Cold Bay Housing #8
35091027 Total	0	CE Cold Bay Housing #9
35091026 Total	5,450	CE Cold Bay Housing #8
35091028 Total	6,173	CE Cold Bay Warm Storage
35091029 Total	262	CE Dillinham Mntc Shop/CFR
35091030 Total	937	CE Homer A/P Sand Storage
35091031 Total	13,687	CE Homer Arpt CFR Bldg
35091035 Total	0	CE Aniak Equip Storage
35091036 Total	3,837	CE Iliamna Shop
35091037 Total	2,128	CE Akolmuit Arpt Shop
35091038 Total	867	NO Allakaket Equip Storage
35091040 Total	497,626	CE Anch Court Bldg
35091041 Total	198,349	CE Anch Aviation Bldg
35091042 Total	32,724	CE Anch Com Bldg
35091043 Total	24,152	CE Anch Parking Structure
35091044 Total	62,917	CE Bethel Combined Facil
35091045 Total	9,279	CE Bethel ESD Bldg
35091050 Total	19,741	CE King Salmon Mntc Shop
35091051 Total	0	CE King Salmon Storage
35091058 Total	0	CE Kodiak
35091060 Total	124,895	CE Kenai Court &b Office Bldg

Department of Transportation and Public Facilities
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35092265 Total	38,213	Chandalar New Bunkhouse
35092270 Total	6,681	Tok Boiler Shed
35092812 Total	0	SC Valdez Scale Parking
35093000 Total	6,632	SE Gustavus Shop
35093009 Total	0	Gustavus Boiler-Trailer
35093020 Total	0	SE Yakutat Storage
35093021 Total	0	SE Yakutat Arpt CFR Bldg
35093022 Total	262,076	SE Juneau Complex
35093023 Total	58,210	SE Jun Capital Bldg
35093024 Total	1,017,949	SE Juneau SOB
35093025 Total	117,331	SE AK Office Bldg
35093026 Total	105,538	SE Subport Bldg
35093027 Total	104,660	SE Jun Museum Annex
35093028 Total	108,376	SE Public Safety Bldg
35093029 Total	68,807	SE Jun Glacier Ave Bldg
35093030 Total	155,491	SE Governor's Mansion
35093031 Total	5,539	SE SOB Parking Garage
35093033 Total	0	SE Sommers Building
35093034 Total	146,825	SE Jun Island Center
35093044 Total	0	SE Jun CAP Hangar
35093050 Total	0	SE Sitka Pioneers Home
35093056 Total	165,499	SE Court Plaza Bldg
35093057 Total	344,377	SE Jun Court House
35093058 Total	51,050	SE Jun Comm Bldg
35093059 Total	47,706	SE Jun Records Bldg
35093061 Total	209,401	SE Ketchikan Court & Ofc Bld
35093064 Total	0	SE Hoonah Health AWN
35093065 Total	28,967	SE Wrangell Mntc Shop
35093067 Total	72,242	SE Sitka Court House
35093068 Total	2,276	SE DOT Leased Bldg - HDQ
35093069 Total	0	SE Johnson Human Svc Bldg
35093076 Total	23,805	SE Sheldon Jackson Museum
35094000 Total	163	NO Gambell Mntc Facility
35094001 Total	32,460	NO Kotzebue CFR Mntc
35094003 Total	92	NO Kotzebue Equip Storage
35094005 Total	11,317	NO Kotzebue Equip Storage
35094010 Total	6,197	NO Nome Vault Field Lighting
35094013 Total	0	NO Nome Cold Equip Storage
35094017 Total	212	NO St Mary's CFR
35094018 Total	20,409	NO St Mary's Living Qtrs
35094019 Total	1,445	NO St Marys Mntc Shop

Department of Transportation and Public Facilities
FY98 Facility Maintenance Costs by Building

35091169 Total	431	CE Scammon Bay Eq Storage
35091172 Total	7,966	CE St. Paul ARFF
35091175 Total	115	CE Tuntutuliak Storage Bldg
35091176 Total	115	CE Twin Hills Arpt Term
35092001 Total	670	NO Barrow Storage Shed
35092002 Total	29,184	NO Barrow AARF Bldg
35092004 Total	1,524	NO Bettles Shop/Garage
35092008 Total	1,012	Deadhorse Tankhouse
35092010 Total	558	Deadhorse Storage
35092015 Total	1,676	Galena Garage
35092020 Total	0	NO Galena Shop Garage
35092021 Total	277	NO Galena Sand Storage
35092027 Total	3,237	NO Tanana Shop Facil
35092034 Total	0	Umiat Shop 2
35092045 Total	10,181	NO Ruby Arpt Mtnc
35092046 Total	15,198	NO Delta Jct Combined Facil
35092050 Total	399,836	NO Frbks Court & Ofc Bldg
35092051 Total	415,651	NO Frbks Ofc Bldg
35092052 Total	107,013	NO Frbks Parking Structure
35092053 Total	68,189	NO Ft Yukon C/F Warehouse
35092066 Total	1,609	NO Generator
35092068 Total	81,607	NO Tok C/F & Health Center
35092081 Total	1,598	NO Livengood Warm Storage
35092082 Total	57,923	NO Tok Warm Storage
35092086 Total	0	NO Chandalar Bunkhouse
35092096 Total	58,314	NO 5MI Mntc Storage & Wrhs
35092097 Total	0	NO Yukon River Checkpoint
35092100 Total	0	NO Trailor Pad Unit - 7MI
35092108 Total	1,201	NO Trailor Pad Unit 57
35092109 Total	2,482	NO Trailor Pad J/Unit 574
35092110 Total	0	NO Trailor Pad Unit 58
35092116 Total	0	NO Trailor Pad Unit 58
35092129 Total	187,935	NO Coldfoot Unit
35092131 Total	0	NO Generator - O'Brien Facil
35092133 Total	0	NO Generator-Livengood Facil
35092134 Total	0	NO 7MI Facility Generator
35092135 Total	0	NO Sag River Generator
35092136 Total	0	NO Sag River Generator
35092139 Total	0	NO Chandalar Generator
35092140 Total	0	NO Chandalar Generator
35092144 Total	0	NO Nenana Wood Frame Bldg

Department of Transportation and Public Facilities
FY98 Facility Maintenance Costs by Building

35094085 Total	1,942	NO Teller Equip Storage
35094086 Total	1,188	NO Wales Equip Storage
35094087 Total	39,564	No Nome Facilities Shop
35094985 Total	439	NO Teller Arpt Eqp Storage
35095001 Total	384	NO Cordova Shop/Stg
35095002 Total	23,624	SC Cordova Airport Rescue
35095004 Total	632	SC Gulkana Garage
35095010 Total	32	Glenalen Water Plant
35095016 Total	41,034	SC Valdez Airport Sreb
35095022 Total	238	SC Cordova Power Plant
35095027 Total	0	SC Slana Community Bldg
35095028 Total	348	SC Tazlina Soil Lab #1
35095029 Total	243	SC Tazlina Soil Lab #2
35095030 Total	5,305	SC McCarthy Arpt Sreb
35095031 Total	243	SC Tazlina Soil Lab #3
35095032 Total	141	SC Tazlina Sand Strg Bldg
35095033 Total	354	SC Tazlina Whse
35095034 Total	0	SC Tazlina Comm Bldg #1
35095035 Total	240	SC Glennallen Water Station
35095039 Total	325	SC Nelchina Sand Shed
35095040 Total	366	SC Chitina Sand Shed
35095041 Total	4,372	SC Tatitlek Snow Rem Equp Bld
35095042 Total	168	SC Nelchina Storage Shed
35095043 Total	325	SC Slana Sand Shed
35095044 Total	2,027	SC Thompson Pass Sand Shed
35095045 Total	216,198	SC Harborview Dev Center
35095046 Total	16,670	SC Harborview Steam Plant
35095047 Total	12,752	SC Harborview Generator
35095055 Total	4,029	SC Glennallen ESD Bldg
35095070 Total	112,674	SC Valdez Court & Office Bldg
35095088 Total	10,440	SC Thompson Pass Mntc
35095089 Total	8,633	SC Gulkana Storage
35095090 Total	325	Sheep Creek Sand Shed
35095091 Total	898	SC Vehicle Strg Garage
35095092 Total	14,337	SC Ernestine Warm Storage
35095093 Total	1,814	SC Equip Storage Kenny Lake
35095100 Total	223	NO Alakanuk Eqp
35095101 Total	160	NO Alakanuk Eqp
35095104 Total	517	NO Emmonak Eqp Storage
35095106 Total	517	NO Holy Cross Eqp Storage
35095107 Total	215	NO Kotlik Arpt Equip Storage

35092216 Total	35	Eagle Arpt Light
35092217 Total	17	Fbxs Asphlt Boilr
35092218 Total	31	Fbxs Uitility Switch
35092219 Total	78	Fbxs Drill Shop Office
35092220 Total	44	Fbxs Eqp Shed Pole
35092221 Total	44	Fbxs Eqp Shed Pole
35092222 Total	67	Fbxs Supply Strg
35092223 Total	34	Fbks SEF Strg Bldg
35092224 Total	434	Galena Butler Bldg
35092225 Total	35	Hughes Arpt Elect
35092226 Total	269	Huslia Arpt Eqp
35092227 Total	35	Huslia Arpt Elec
35092228 Total	35	Kaltag Arpt Elect
35092229 Total	264	Lake Minch Arpt
35092230 Total	35	Lake Minch Arpt
35092231 Total	50	Manley HS Strg
35092232 Total	28	Montana Crk Strg Shed
35092233 Total	279	Montana Crk Generator
35092234 Total	279	Montana Crk Generator
35092235 Total	789	Northway Arpt Eqp
35092236 Total	35	Northway Radio Bldg
35092237 Total	14	Northway Asphlt Boilr
35092238 Total	209	OBrien Crk Generator Bldg
35092239 Total	35	Rampart Arpt Elect Bldg
35092240 Total	342	South Fork Generator Bldg
35092241 Total	69	Tok Radio Bldg
35092242 Total	249	Tok Arpt Light Bldg
35092243 Total	14	Tok Ashplt Boilr Bldg
35092244 Total	35	Trimms Radio Bldg
35092245 Total	272	Umiat Arpt Eqp
35092246 Total	850	Deadhorse Arpt Gen
35092247 Total	1,469	Sag River Bunkhouse
35092248 Total	0	Umiat Arpt Elec
35092249 Total	35	Nulato Arpt Elec
35092250 Total	1,396	Deadhorse Arctic Coil
35092253 Total	489	Livengood Generator Bldg
35092254 Total	84	Mountain Crk Generator Bldg
35092255 Total	35	Tanana Arot Electrical Bldg
35092262 Total	4,782	Chandalar Power Plant Generator
35092263 Total	15,632	Chandalar Power Plant
35092264 Total	22,752	Chandalar Water/Sewer Plant

35164029 Total	1,665	NO Nome Station Local Roads
35166500 Total	0	NR Nome council Roads
35181000Total	0	Alaska Highway
35180020 Total	1,288	Alaska Highway - Tok Station
35180030 Total	0	Alaska Highway - Delta Station
35190010 Total	7,343	SC Rich Hwy to Station Boundry
35190020 Total	9,997	SC Rich Hwy to Station Boundry
35190040 Total	3,280	SC Rich Hwy to Station Boundry
35190049 Total	0	Copper Center Loop
35190060 Total	0	Rich Hwy Trimms
35191600 Total	531	Dayville Road
35198000 Total	154	Edgerton Hwy - McCarthy
35199319 Total	123	SC Tazlina Station Group Roads
35202811 Total	965	NO Coldfoot Generator
35210000 Total	0	Copper River Hwy 0 - 13
35210900 Total	1,739	Eyak lake Road
35213219 Total	90	SC Tcordova Station Grp Rd
35230040 Total	0	SC Tok Cutoff to Sta Boundry
35230070 Total	0	Tok Cutoff Tok Station
35291119 Total	0	Juneau Station Group
35296000 Total	2,842	Glacier/Douglas Highway
35296028 Total	0	Mendenhall Loop Road
35704091 Total	1,821	NO East Fork Generator #2
35810138 Total	0	Grayling Airport
35810165 total	0	Holy Cross Airport
35810217 Total	0	CE Kodiak Airport
35810254 Total	0	NO ST Mary's Airport
35810271 Total	0	NO Minchumina Airport
35810276 Total	0	NO Mt. Village Arpt
35810357 Total	0	NO Russian Mission Airport
35810543 Total	0	NR Pilot Station Airport
35810504 Total	4,393	Tatitlek Airport
35820005 Total	586	NO Allakaket Airport
35820028 Total	1,086	NO Beaver Airport
35820033 Total	0	NO Birch Creek Airport
35820034 Total	0	NO Bettles Airport
35820066 Total	0	NO Chicken Airport
35820070 Total	0	NO Circle City Airport
35820072 Total	647	Clear Airport
35820107 Total	0	NO Deadhorse Airport
35820112 Total	1,216	NO Eagle Airport

35094023 Total	14,182	NO Unalakleet Mntc Facility
35094025 Total	34,518	NO Beltz School Ofc Space
35094026 Total	16,516	NO Nome CFR Bldg
35094027 Total	269	NO Marshall SREB
35094028 Total	0	NO Elim SREB
35094029 Total	1,148	NO Kivalina SREB
35094031 Total	530	CE Anvik Storage Shed
35094033 Total	0	NO Mt Village Arpt Storage
35094035 Total	269	NO Russian Mission Strg Bldg
35094036 Total	545	NO St. Mary's Warm Strg
35094040 Total	545	NO St. Mary's Town Shop
35094041 Total	3,221	NO St. Mary's ARFF Bldg
35094045 Total	698	Grayling Equip Storage Bldg
35094046 Total	795	Nome Materials Lab
35094048 Total	698	St Michaels Equip Storage
35094049 Total	799	Stebbins Equipment Storage Bldg
35094050Total	35	Stebbins Electric Service Bldg
35094051 Total	839	Unalakleet Equp Storage
35094053 Total	191	Shungnak SREB
35094054 Total	11,206	Nome Arpt Shop/Cold
35094055 Total	1,673	Nome Sand Shed
35094056 Total	17	Savoonga SREB
35094065 Total	58,884	Kotzebue Combined Facilty
35094066 Total	167,476	NO Nome Office Building
35094067 Total	440	NO Ambler Air Equip Storage
35094068 Total	614	NO Deering Air Equip Storage
35094069 Total	440	NO Kiana Air Equip Storage
35094070 Total	440	NO Koyuk Air Equip Storage
35094071 Total	440	NO Selawick Air Eqp Storage
35094072 Total	1,536	NO Shishmaref Air Equip Storage
35094073 Total	1,031	NO Golovin A/P Eqp Storage
35094074 Total	698	NO Noatak A/P Eqp Storage
35094075 Total	628	White Mount A/P Equip Storage
35094076 Total	1,068	NO Bear Crk Eqp Storage
35094077 Total	215	NO Brevig Eqp Storage
35094078 Total	0	NO Cottonwood Eqp Storage
35094079 Total	452	NO Council Equipment Storage
35094080 Total	215	NO Gambell Equip Storage
35094082 Total	167	NO Kobuk Equip Storage
35094083 Total	691	West Noorvik Equip Storage
35094084 Total	26	NO Savoonga Equip Storage

Department of Transportation and Public Facilities
FY98 Facility Maintenance Costs by Building

35921671 Total	0	NO Deadhorse Facility Generator
35921711 Total	5,738	NO Tok Generator
35921731 Total	3,116	NO Northway Storage Wrhs
35921751 Total	2,468	NO Coldfoot Facility Generator
Grand Total	14,770,131	

Department of Transportation and Public Facilities
FY98 Facility Maintenance Costs by Building

35095109 Total	2,513	NO Nome Arpt Mtnce Shop
35095112 Total	0	NO Shageluk Arpt Storage
35095113 Total	0	NO Sheldon Pt. Eqp Storage
35095115 Total	1,072	NO Sheldon Pt. SREB
35095132 Total	1,848	SC M&O Ferry Terminal - Valdez
35095801 Total	7,556	SC Gulkana Arpt Equip Storage
35095930 Total	460	SC Chiina Copper River Campgrnd
35095931 Total	0	SC Crystal Lake Storage Bldg
35095932 Total	0	SC McCarthy Air Strg Bldg
35095936 Total	49	SC Ernestine Blly Mitc Cmpgrd
35095944 Total	385	SC Paxson Utility Bldg
35095947 Total	0	SC Paxson Comm Bldg
35095948 Total	0	Pax Utilador System
35095949 Total	241	SC Slana Storage Bld
35095950 Total	0	SC Slana 24 MI Campground
35095952 Total	0	SC Slana River Campground
35095954 Total	886	SC Tazlina Sand Strg Bldg
35095956 Total	141	SC Tazlina Tire Strg Bldg
35095959 Total	0	SC Tazlina River Campgrnd
35095964 Total	1,474	SC Thompson Pass Powder House
35095965 Total	96,996	SC Valdez Bldg Shop
35095969 Total	0	SC Chitina O'Brien Cr Cpgr
35096133 Total	351	CE Nondalton Eq Storage
35098122 Total	9,788	CE Talkeetna Eq Storage
35098132 Total	677	CE Old Harbor Storage Shed
35098133 Total	0	CE Nondalton Airport Equip Stor
35098134 Total	17,630	CE King Salmon AARF
35098135 Total	14,263	CE Cold Bay AARF
35098136 Total	19,194	CE Dillingham AARF
35130060 Total	0	CE Glenn Hwy Palmer Stat
35130010 Total	0	CE Seward Hwy to Moose Pass Sta
35130080 Total	297	SC Seward/GlennHwy Bndry to RT End
35139700 Total	0	SC Lake Louise Road
35150030 Total	426	NO 7MI Dalton Hwy
35150040 Total	0	NO Jim River Station - Dalton Hwy
35150050 Total	0	NO Coldfoot Station - Dalton Hwy
35150060 Total	3,367	NO Chandalar Station - Dalton Hwy
35150070 Total	1,688	NO Sag River Station - Dalton Hwy
35150080 Total	0	NO Deadhorse Sta - Dalton Hwy
35152005 Total	0	NO Allakaket Airport
35160000 Total	1,005	NO Nome-Taylor Hwy

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix J

State of Alaska property schedule by department and divisions

35820132 Total	0	NO Fort Yukon Airport
35820140 Total	130	NO Galena Airport
35820172 Total	1,341	NO Hughes Airport
35820173 Total	3,287	NO Huslia Airport
35820199 Total	2,403	NO Kaltag Airport
35820222 Total	949	NO Koyukuk Airport
35820270 Total	0	NO Healy River Airport
35820301 Total	0	NO Northway Airport
35820303 Total	563	NO Nulato Airport
35820351 Total	456	NO Rampart Airport
35820353 Total	1,245	NO Ruby Airport
35820389 Total	0	NO Stevens Village Airport
35820418 Total	1,151	NO Tanana Airport
35820435 Total	0	NO Tok Airport
35820481 Total	1,239	NO Chalkyitsit Airport
35820491 Total	1,920	NO Coldfoot Arpt - Dalton
35820492 Total	0	NO Chandalar Shelf Airport
35830377 Total	0	SE Skagway Arpt
35840082 Total	0	Council Airport
35840102 Total	0	Deering Airport
35840117 Total	0	Elim Airport
35840138 Total	0	NR Grayling Airport
35840141 Total	0	Gambell Airport
35840219 total	122	NR Kotzebue Airport
35840297 Total	498	NO Nome Airport
35840298 Total	0	NO Noorvik Airport
35840358 Total	0	St Michael Airport
35840365 Total	698	NO Savoonga Airport
35840366 Total	0	Selawik Airport
35840402 Total	0	Stebbins Airport
35840427 Total	653	Teller Airport
35840444 Total	0	Brevig Mission Airport
35840456 Total	224	NO Wales Airport
35840459 Total	0	NO White Mountain Airport
35840552 Total	0	NO Ambler Airport
35840593 Total	1,092	Little Diomede Island
35850152 Total	683	SC Gulkana Airport
35850452 Total	0	SC Valdez Airport
35900021 Total	3,943	NO Bettles 1 Story House
35900646 Total	0	SC Gakona River Bridge
35921591 Total	0	NO South Fork Generator

State of Alaska
PROPERTY SCHEDULE
By Dept and Div

DEPT	DIV	TOWN NAME	PROP ID	DESCRIPTION	BUILDING SQ. FT	% of OCCUP	OCCUPIED SQ FT
1	0	ANCHORAGE	L010005068	L OFFICE ELECTIONS 2411	6,690	100.00	6,690
1	0	ANCHORAGE	L010005069	L OFFICE 2011F	6,582	100.00	6,582
1	0	ANCHORAGE	L010005070	L OFFICE 2390A&B	6,794	100.00	6,794
1	0	FAIRBANKS	MO00000323	REGIONAL OFC BLDG	88,200	10.20	8,996
1	0	JUNEAU	MO00000009	COURT PLAZA & PARKING	51,047	74.48	38,020
1	0	JUNEAU	MO00000487	CAPITOL	91,756	16.00	14,681
1	0	JUNEAU	100000480	GOVERNORS MANSION	15,744	100.00	15,744
1	0	NOME	MO00000673	OLD FEDERAL OFFICE BLDG	16,600	10.00	1,660
1 Total							**99,167**
2	0	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	3.10	12,102
	0 Total						111,269
2	1	ANCHORAGE	201000041	SURPLUS PROP WHSE/OFFICE	20,179	100.00	20,179
2	1	ANCHORAGE	201001092	BANK OF AMERICA BLDG	251,000	100.00	251,000
2	1	COLD BAY	201000203	LIVING QUARTERS L2 B 7	1,820	100.00	1,820
2	1	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	4.21	16,436
2	1	JUNEAU	MO00000492	SUBPORT BUILDING	81,800	10.90	8,916
	1 Total						298,351
2	2	ANCHORAGE	202000043	PIONEERS HOME	149,197	100.00	149,197
	2 Total						149,197
2	3	PALMER	203000697	PIONEERS HOME	69,267	100.00	69,267
	3 Total						69,267
2	4	FAIRBANKS	204000331	PIONEERS HOME	59,360	100.00	59,360
2	4	FAIRBANKS	204001065	GARAGE	2,000	100.00	2,000
2	4	FAIRBANKS	204001066	GARAGE	375	100.00	375
	4 Total						61,735
2	5	SITKA	205000824	MANAGERS QUARTERS	2,064	100.00	2,064
2	5	SITKA	205000825	NURSES QUARTERS	2,320	100.00	2,320
2	5	SITKA	205000826	PIONEERS HOME	77,564	100.00	77,564
2	5	SITKA	205001067	GARAGE	1,173	100.00	1,173
	5 Total						83,121
2	6	KETCHIKAN	206000529	PIONEERS HOME	31,787	100.00	31,787
	6 Total						31,787
2	7	ANCHORAGE	L020705004	L OFFICE L2011 L	8,565	100.00	8,565
2	7	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	2.47	9,643
2	7	KOTZEBUE	207000586	SR CITIZEN CENTER	16,101	100.00	16,101
	7 Total						34,309
2	8	JUNEAU	210000497	PIONEER'S HOME	42,444	100.00	42,444
	8 Total						42,444
2	9	ANCHORAGE	L020805000	L OFFICE 1516	14,550	100.00	14,550
2	9	ANCHORAGE	208000029	COMMUNICATION BLD	12,400	100.00	12,400
2	9	FAIRBANKS	MO00000323	REGIONAL OFC BLDG	88,200	0.90	794
2	9	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	14.25	55,632
2	9	MISC. AREAS	209001111	DIS REMOTE SITES	1,111	100.00	1,111
2	9	NORTHWAY	2523000757	RADIO BLDG	120	100.00	120
2	9	TOK	2523000849	RADIO BLD	120	100.00	120
	9 Total						84,727
2	10	ANCHORAGE	L021005122	L OFFICE & WHSE DMV 1106	12,000	100.00	12,000
2	10	JUNEAU	210005020	L OFFICE DMV L#1677E	2,660	100.00	2,660
2	10	PALMER	L021005137	L OFFICE DMV L#2365	2,381	100.00	2,381
2	10	SOLDOTNA	L021005029	L OFFICE DMV L#2369B	2,000	100.00	2,000
	10 Total						19,041
2	11	FAIRBANKS	LO21105008	L OFFICE APOC 2391	3,700	100.00	3,700
2	11	JUNEAU	LO21105001	L OFFICE PUB DEF 2181BCE	2,190	100.00	2,190
2	11	PALMER	L021105006	L OFFICE 2402	2,535	100.00	2,535
	11 Total						8,425
2	12	ANCHORAGE	L021205005	L OFFICES L#2352A	15,354	100.00	15,354
2	12	FAIRBANKS	L021205081	L OFFICE L 2410	2,320	100.00	2,320
	12 Total						17,674
2	13	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	0.95	3,709
	13 Total						3,709
2	14	ANCHORAGE	200000705	AOGCC OFFICE BUILDING	12,894	100.00	12,894
	14 Total						12,894
2	15	ANCHORAGE	L021505002	L OFFICE PERS/EEO 2349	7,020	100.00	7,020
2	15	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	6.84	26,703
	15 Total						33,723
2	18	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	6.00	23,424
	18 Total						23,424
2	19	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	8.36	32,637
	19 Total						32,637

5	0	MT. EDGECUMBE	503001219	STUDENT DORM	21,366	100.00	21,366
5	0	SEWARD	L050305036	L WAREHOUSE 2400	7,200	100.00	7,200
5	0	SEWARD	500000986	4 PLEX MD STU HOUSING	3,600	100.00	3,600
5	0	SEWARD	503000297	OLD ARMORY BLDG	7,888	100.00	7,888
5	0	SEWARD	503000409	STUDENT SERVICE CENTER	33,000	100.00	33,000
5	0	SEWARD	503000795	FOOD SVC DNG/BAKERY	10,800	100.00	10,800
5	0	SEWARD	503000796	DORMITORY PHASE I	8,000	100.00	8,000
5	0	SEWARD	503000797	DORMITORY PHASE II	7,500	100.00	7,500
5	0	SEWARD	503000798	DORMITORY PHASE III	10,000	100.00	10,000
5	0	SEWARD	503000799	ELECT SHOP	6,000	100.00	6,000
5	0	SEWARD	503000800	AUTO/HVY EQP SHOP	14,000	100.00	14,000
5	0	SEWARD	503000801	FIRST LAKE FACILITY	20,000	100.00	20,000
5	0	SEWARD	503000812	WELD/DIESEL MECH SHOP	8,800	100.00	8,800
5	0	SEWARD	503000813	DRILL RIG ENCL	4,000	100.00	4,000
5	0	SEWARD	503001130	OLD ARMORY	7,888	100.00	7,888
5	0	SITKA	503000827	SHELDON JACKSON M	5,518	100.00	5,518
	0 Total						1,090,558
5	1	JUNEAU	501000481	MUSEUM	24,000	100.00	24,000
5	1	SITKA	501000842	SHELDON JACKSON MUSEUM	6,500	100.00	6,500
	1 Total						30,500
5 Total							911,467
6	0	ANCHORAGE	L060005077	L OFFICE 2096ADFG	39,667	100.00	39,667
6	0	ANCHORAGE	L060005084	L OFFICE L# 2363 A B	2,550	100.00	2,550
6	0	FAIRBANKS	L060105083	L OFFICE L#2394	13,194	100.00	13,194
6	0	FAIRBANKS	MO00000323	REGIONAL OFC BLDG	88,200	26.20	23,108
6	0	JUNEAU	601000488	ALASKA OFC BLDG	61,248	100.00	61,248
6	0	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	9.00	6,714
6	0	KODIAK (CITY)	601000575	GRIFFEN MEMORIAL	7,200	100.00	7,200
6	0	SITKA	601000828	HEALTH CENTER	3,100	100.00	3,100
6	0	SOLDOTNA	L060105095	L OFFICE 2090	8,425	100.00	8,425
6	0	VALDEZ	MO00000922	COURT/OFC BLDG	16,324	6.92	1,130
	0 Total						166,336
6	2	ANCHORAGE	602000044	API/HOUSING	6,300	100.00	6,300
6	2	ANCHORAGE	602000045	API/RESIDENCE	3,300	100.00	3,300
6	2	ANCHORAGE	602000046	API	131,900	100.00	131,900
	2 Total						141,500
6	4	ANCHORAGE	L060705076	L OFFICE 2078	24,076	100.00	24,076
6	4	BETHEL	MO00000113	COMBINED FACILITY	6,000	65.44	3,926
6	4	BETHEL	607000114	BETHEL YOUTH FACILITY	9,392	100.00	9,392
6	4	BETHEL	607000388	CHILDRENS RESIDENTIAL FAC	3,325	100.00	3,325
6	4	FAIRBANKS	607001054	YOUTH OFFICE ADDITION	1,065	100.00	1,065
6	4	FAIRBANKS	607001055	YOUTH ADDITION	9,760	100.00	9,760
6	4	FAIRBANKS	607001056	YOUTH FACILITY	14,000	100.00	14,000
6	4	FORT YUKON	MO00000218	COMBINED FACILITY	3,472	21.00	729
6	4	JUNEAU	L060405109	L OFFICE L#2254 A	6,925	100.00	6,925
6	4	JUNEAU	607000496	JOHNSON YOUTH CENTER	6,332	100.00	6,332
6	4	JUNEAU	607001218	JOHNSON CENTER EXPANSION	7,031	100.00	7,031
6	4	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	2.00	1,492
6	4	NOME	607000530	TRAILER	1,300	100.00	1,300
6	4	NOME	607000682	YOUTH FACILITY	4,500	100.00	4,500
	4 Total						93,853
6	5	ANCHORAGE	605000047	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000048	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000049	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000050	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000051	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000052	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000053	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000054	DORM COTTAGE	1,600	100.00	1,600
6	5	ANCHORAGE	605000055	MCLAUGHLIN SCHOOL	18,500	100.00	18,500
6	5	ANCHORAGE	605000056	COTTAGE DAYROOM	1,900	100.00	1,900
6	5	ANCHORAGE	605000057	COTTAGE DAYROOM	1,900	100.00	1,900
6	5	ANCHORAGE	605000058	COTTAGE DAYROOM	1,900	100.00	1,900
6	5	ANCHORAGE	605000059	COTTAGE DAYROOM	1,900	100.00	1,900
6	5	ANCHORAGE	605000060	RELOCATABLE SCHOO	900	100.00	900
6	5	ANCHORAGE	605000061	RELOCATABLE SCHOO	900	100.00	900
6	5	ANCHORAGE	605000063	MCLAUGHLIN YC	60,705	100.00	60,705
6	5	ANCHORAGE	605000064	BOILER ROOM	1,425	100.00	1,425
6	5	ANCHORAGE	605000076	MYC GYM ANNEX	10,200	100.00	10,200
6	5	ANCHORAGE	605000098	MYC DETENTION CNT	6,900	100.00	6,900
6	5	ANCHORAGE	605000164	AUX GEN & WHSE	1,560	100.00	1,560

8	0	ANCHORAGE	L210005016	L OFFICE L# 2360	26,515	100.00	26,515
8	0	ANCHORAGE	2100000512	MAINT SHOP/WHSE ENERGY	7,200	100.00	7,200
8	0	FAIRBANKS	MO00000323	REGIONAL OFC BLDG	88,200	2.20	1,940
8	0	JUNEAU	L080005014	DIV INVEST 2208A	7,782	100.00	7,782
8	0	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	17.89	69,843
8	0	KODIAK (CITY)	L080005225	AADC OFFICE SPACE	350	100.00	350
8	0	KODIAK (CITY)	800000601	AADC LAUNCH PAD/SERVICE	30,800	100.00	30,800
8	0	KODIAK (CITY)	800000602	AADC PAYLOAD PROCESS FCLY	4,800	100.00	4,800
8	0	KODIAK (CITY)	800000603	AADC LAUNCH CONTROL CTR	14,000	100.00	14,000
8	0	KODIAK (CITY)	800000604	AADC S.C.A.T.	3,500	100.00	3,500
8	0	KODIAK (CITY)	800000605	AADC I.P.F.	5,000	100.00	5,000
8	0	MISC. AREAS	800000627	REP. PROPERTIES	1	100.00	1
8	0	TOK	L080005031	L OFFICE TOK LOG L #2416	5,500	100.00	5,500
8 Total							**217,044**
9	0	AKIACHAK	U090003000	FS ARMORY	1,200	100.00	1,200
9	0	AKIAK	U090003001	FS ARMORY	1,200	100.00	1,200
9	0	ALAKANUK	U090003002	FS ARMORY	1,200	100.00	1,200
9	0	ALAKANUK	U090003003	FS ARMORY	1,368	100.00	1,368
9	0	ALCANTRA	900000012	ARMORY	21,620	100.00	21,620
9	0	AMBLER	U090003004	FS ARMORY	1,200	100.00	1,200
9	0	ANCHORAGE	L090005148	L OFFICE 2355	4,834	100.00	4,834
9	0	ANCHORAGE	U090003005	ANC A2-COLD STG	600	100.00	600
9	0	ANCHORAGE	U090003006	ANC A2 FLAMMABLE STG	400	100.00	400
9	0	ANCHORAGE	U090003007	COMBINED SUPT MAINT SHOP	14,746	100.00	14,746
9	0	ANCHORAGE	U090003008	L OFFICE RECRUITER OFF	1,100	100.00	1,100
9	0	ANCHORAGE	U090003009	ANC A2 COLD STG	297	100.00	297
9	0	ANCHORAGE	U090003010	STG BLDG	2,506	100.00	2,506
9	0	ANCHORAGE	U090003011	ANC A2 SINGLE WIDE TRLR	500	100.00	500
9	0	ANCHORAGE	U090003012	LEASED RECRUITERS OFFICE	4,834	100.00	4,834
9	0	ANCHORAGE	900000069	NATIONAL GRD ARMO	25,814	100.00	25,814
9	0	ANCHORAGE	900000449	OMS	5,381	100.00	5,381
9	0	ANCHORAGE	900000981	ARMORY COMPLEX	207,000	100.00	207,000
9	0	ANGOON	U090003013	FS ARMORY (LEASED)	1,104	100.00	1,104
9	0	ARCTIC VILLAGE	U090003014	FS ARMORY	1,200	100.00	1,200
9	0	BARROW	U090003015	FS ARMORY	3,600	100.00	3,600
9	0	BETHEL	U090003016	BATHEL COLD STORAGE	1,245	100.00	1,245
9	0	BETHEL	U090003017	BETHELAAOF	11,790	100.00	11,790
9	0	BETHEL	U090003018	BETHEL OMS#4	2,849	100.00	2,849
9	0	BETHEL	U090003019	BETHEL STATE MAINT SHOP	864	100.00	864
9	0	BETHEL	900000119	NATL GRD ARMORY	14,083	100.00	14,083
9	0	BREVIG MISSION	U090003020	FS ARMORY	1,615	100.00	1,615
9	0	BREVIG MISSION	U090003021	FS ARMORY	1,200	100.00	1,200
9	0	BUCKLAND	U090003022	FS ARMORY	1,208	100.00	1,208
9	0	CHEVAK	U090003025	FS ARMORY	1,200	100.00	1,200
9	0	CHEFORNAK	U090003023	FS ARMORY	1,200	100.00	1,200
9	0	CHEFORNAK	U090003024	FS ARMORY	1,615	100.00	1,615
9	0	CRAIG	U090003026	FS ARMORY (LEASED)	3,200	100.00	3,200
9	0	CRAIG	U090003577	L OFFICE	3,200	100.00	3,200
9	0	DELTA JUNCTION	U090003027	FS ARMORY	2,166	100.00	2,166
9	0	DELTA JUNCTION	U090003028	FS ARMORY	1,008	100.00	1,008
9	0	ELIM	U090003030	FS ARMORY	1,320	100.00	1,320
9	0	ELIM	U090003031	FS ARMORY	1,200	100.00	1,200
9	0	EEK	U090003029	FS ARMORY	1,200	100.00	1,200
9	0	EMMONAK	U090003033	FS ARMORY	1,368	100.00	1,368
9	0	EMMONAK	U090003034	FS ARMORY	1,200	100.00	1,200
9	0	ELMENDORF AFB	U090003032	ELMENDORF BLACK HANGAR	4,450	100.00	4,450
9	0	FAIRBANKS	U090003035	FBX LEASED OFFICE SPACE	3,300	100.00	3,300
9	0	FAIRBANKS	U090003036	FBX OMS#5	4,354	100.00	4,354
9	0	FAIRBANKS	U090003037	LEASED RECRUITER OFFICE	912	100.00	912
9	0	FAIRBANKS	U090003578	L OFFICE & STORAGE	10,300	100.00	10,300
9	0	FAIRBANKS	900000345	NATL GRD ARMORY	12,300	100.00	12,300
9	0	FORT RICHARDSON	U090003038	ANCH OPNS BLDG	9,570	100.00	9,570
9	0	FORT RICHARDSON	U090003039	AASF	42,245	100.00	42,245
9	0	FORT RICHARDSON	U090003040	AASF GROUND SPT BLDG	2,700	100.00	2,700
9	0	FORT RICHARDSON	U090003041	ANCHORAGE OMS	49,040	100.00	49,040
9	0	FORT RICHARDSON	U090003042	USPFO WHAREHOUSE	22,880	100.00	22,880
9	0	FORT RICHARDSON	U090003043	USPFO TRAILER	1,330	100.00	1,330
9	0	FORT RICHARDSON	U090003044	USPFO STORAGE BLDG	5,108	100.00	5,108
9	0	FORT RICHARDSON	U090003045	57033	2,880	100.00	2,880
9	0	FORT RICHARDSON	U090003046	57035	2,880	100.00	2,880
9	0	FORT RICHARDSON	U090003047	57036	1,440	100.00	1,440

State of Alaska
PROPERTY SCHEDULE
By Dept and Div

2	20	ANCHORAGE	L022005003	L OFFICE 2046	2,900	100.00	2,900
2	20	JUNEAU	MO00000009	COURT PLAZA & PARKING	51,047	5.87	2,996
	20 Total						5,896
2	21	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	1.00	3,904
	21 Total						3,904
2	22	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	0.28	1,093
	22 Total						1,093
2 Total							1,029,460
3	0	ANCHORAGE	L030005106	L OFFICE 2382 B	42,485	100.00	42,485
3	0	ANCHORAGE	L030005107	L OFFICE L#2382ACD	18,504	100.00	18,504
3	0	BETHEL	L030005101	L OFFICE L 2236	2,863	100.00	2,863
3	0	FAIRBANKS	L030005108	L OFFICE L 1549 ABC	5,253	100.00	5,253
3	0	FAIRBANKS	MO00000332	COURT/OFFICE BLDG	80,000	6.79	5,432
3	0	JUNEAU	L030005110	L OFFICE L#2181 A&D	6,058	100.00	6,058
3	0	JUNEAU	MO00000494	DIMOND COURT HOUSE BLDG	79,116	36.80	29,115
3	0	KENAI	L030005163	L OFFICE 2344	2,760	100.00	2,760
3	0	KENAI	MO00000520	COURT/OFFICE BLDG	31,800	8.71	2,770
3	0	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	6.00	4,476
3	0	NOME	MO00000673	OLD FEDERAL OFFICE BLDG	16,600	10.00	1,660
3	0	PALMER	L030005111	L OFFICE # 2405	3,304	100.00	3,304
3	0	SITKA	MO00000823	COURT & OFFICE BLDG	24,400	1.07	261
3	0	VALDEZ	MO00000922	COURT/OFC BLDG	16,324	3.37	550
3 Total							125,491
4	0	ANCHORAGE	L040005131	L OFFICE L# 2088A	2,234	100.00	2,234
4	0	FAIRBANKS	MO00000323	REGIONAL OFC BLDG	88,200	1.80	1,588
4	0	JUNEAU	L040005132	L OFFICE L#2223ABCDE	10,318	100.00	10,318
4	0	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	17.92	69,960
4 Total							84,100
5	0	ANCHORAGE	L050005027	L OFFICE 2053FH	7,872	100.00	7,872
5	0	ANCHORAGE	L050005028	L OFFICE 1849	9,000	100.00	9,000
5	0	ANCHORAGE	L050005030	L OFFICE 2326AB	4,738	100.00	4,738
5	0	ANCHORAGE	L050005037	L OFFICE L# 2330	2,205	100.00	2,205
5	0	ANCHORAGE	L050005142	L OFFICE L#2088 BDE	8,982	100.00	8,982
5	0	ANCHORAGE	L050005153	L OFFICE 2345	10,800	100.00	10,800
5	0	EIELSON AFB	503000291	TAYLOR JR HIGH	4,000	100.00	4,000
5	0	EIELSON AFB	503000292	BEN EIELSON HIGH	28,000	100.00	28,000
5	0	EIELSON AFB	503000293	BEN EIELSON HIGH	54,000	100.00	54,000
5	0	ELMENDORF AFB	503000308	MT SPURR ELEMENTA	29,200	100.00	29,200
5	0	ELMENDORF AFB	503000309	AURORA ELEMENTARY	31,700	100.00	31,700
5	0	ELMENDORF AFB	503000310	MT ILIAMNA ELEMEN	29,100	100.00	29,100
5	0	ELMENDORF AFB	503000311	OVION JR HIGH	33,600	100.00	33,600
5	0	FAIRBANKS	L050005147	L OFFICE L#2367	3,466	100.00	3,466
5	0	FORT RICHARDSON	503000381	URSA MINOR ELEMEN	22,200	100.00	22,200
5	0	FORT RICHARDSON	503000383	JF KENNEDY JR HIG	29,900	100.00	29,900
5	0	FORT WAINWRIGHT	503000389	CHENA ELEMENTRY	16,725	100.00	16,725
5	0	JUNEAU	L050005032	L OFFICE L# 2227AB	11,730	100.00	11,730
5	0	JUNEAU	L050005033	L OFFICE 1627A	40,889	100.00	40,889
5	0	JUNEAU	L050005034	L OFFICE 2217 B	2,343	100.00	2,343
5	0	JUNEAU	L050005035	L WAREHOUSE 2122	8,463	100.00	8,463
5	0	JUNEAU	MO00000472	COMMUNITY BLDG	22,400	75.00	16,800
5	0	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	12.92	50,440
5	0	JUNEAU	500000475	RECORDS CENTER	13,500	100.00	13,500
5	0	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	1.00	746
5	0	MT. EDGECUMBE	U050303389	DORM (ABANDONED)	32,684	100.00	32,684
5	0	MT. EDGECUMBE	U050303420	PAINT SHOP	600	100.00	600
5	0	MT. EDGECUMBE	503000630	SHOP STORAGE	1,070	100.00	1,070
5	0	MT. EDGECUMBE	503000631	WAREHOUSE	12,191	100.00	12,191
5	0	MT. EDGECUMBE	503000634	SINGLE QUARTERS	4,515	100.00	4,515
5	0	MT. EDGECUMBE	503000635	BOILER ROOM	3,711	100.00	3,711
5	0	MT. EDGECUMBE	503000636	KITCHEN/DINING/CLASSRM	16,790	100.00	16,790
5	0	MT. EDGECUMBE	503000637	LAUNDRY	384	100.00	384
5	0	MT. EDGECUMBE	503000638	BOY'S DORMITORY	19,830	100.00	19,830
5	0	MT. EDGECUMBE	503000639	GIRL'S DORMITORY	19,585	100.00	19,585
5	0	MT. EDGECUMBE	503000640	HIGH SCHOOL BLDG	15,538	100.00	15,538
5	0	MT. EDGECUMBE	503000641	WAREHOUSE/OFFICE	21,500	100.00	21,500
5	0	MT. EDGECUMBE	503000642	VEHICLE SHOP	10,254	100.00	10,254
5	0	MT. EDGECUMBE	503000643	GYM	53,826	100.00	53,826
5	0	MT. EDGECUMBE	503000646	SINGLE FAMILY HOUSING	1,220	100.00	1,220
5	0	MT. EDGECUMBE	503001063	ADMIN & CLASSROOMS	21,310	100.00	21,310

9	0	JUNEAU	U090003117	JUNEAU DOCK OLD	2,480	100.00	2,480
9	0	JUNEAU	900000485	NATIONAL GUARD	9,884	100.00	9,884
9	0	KALTAG	U090003119	FS ARMORY	1,208	100.00	1,208
9	0	KAKE	U090003118	FS ARMORY (LEASED)	1,600	100.00	1,600
9	0	KASIGLUK	U090003120	FS ARMORY	1,200	100.00	1,200
9	0	KENAI	900000521	NATIONAL GUARD	12,040	100.00	12,040
9	0	KETCHIKAN	U090003121	KETCHIKAN DOCK (LEASED)	1,860	100.00	1,860
9	0	KETCHIKAN	900000531	NATIONAL GUARD	16,219	100.00	16,219
9	0	KIANA	U090003122	FS ARMORY	1,200	100.00	1,200
9	0	KIPNUK	U090003123	FS ARMORY	1,368	100.00	1,368
9	0	KIPNUK	U090003124	FS ARMORY	1,200	100.00	1,200
9	0	KIVALINA	U090003125	FS ARMORY	1,200	100.00	1,200
9	0	KIVALINA	U090003126	FS ARMORY	1,368	100.00	1,368
9	0	KODIAK (CITY)	900000576	NATIONAL GUARD	8,426	100.00	8,426
9	0	KONGIGANAK	U090003127	FS ARMORY	1,208	100.00	1,208
9	0	KOTLIK	U090003128	FS ARMORY	1,200	100.00	1,200
9	0	KOTZEBUE	U090003129	KOTZEBUE AAOF	15,579	100.00	15,579
9	0	KOTZEBUE	U090003130	KOTEBUE COLD STORAGE	1,024	100.00	1,024
9	0	KOTZEBUE	U090003131	KOTZEBUE POL STG BLDG	400	100.00	400
9	0	KOTZEBUE	900000588	ARMORY 80%SOA	27,000	100.00	27,000
9	0	KOYUK	U090003132	FS ARMORY	1,200	100.00	1,200
9	0	KOYUKUK	U090003133	FS ARMORY	1,208	100.00	1,208
9	0	KWIGILLINGOK	U090003136	FS ARMORY	1,200	100.00	1,200
9	0	KWETHLUK	U090003134	FS ARMORY	1,200	100.00	1,200
9	0	KWETHLUK	U090003135	FS ARMORY	1,368	100.00	1,368
9	0	LITTLE DIOMEDE	U090003137	FS ARMORY	120	100.00	120
9	0	MANOKOTAK	U090003138	FS ARMORY	864	100.00	864
9	0	MEKORYUK	U090003139	FS ARMORY	1,200	100.00	1,200
9	0	MOUNTAIN VILLAGE	U090003140	FS ARMORY	1,200	100.00	1,200
9	0	NAPAKIAK	U090003141	FS ARMORY	1,615	100.00	1,615
9	0	NAPAKIAK	U090003142	FS ARMORY	1,200	100.00	1,200
9	0	NAPASKIAK	U090003143	FS ARMORY	1,200	100.00	1,200
9	0	NEWTOK	U090003145	FS ARMORY	1,200	100.00	1,200
9	0	NEW STUYAHOK	U090003144	FS ARMORY (LEASED)	1,140	100.00	1,140
9	0	NIGHTMUTE	U090003146	FS ARMORY	1,208	100.00	1,208
9	0	NOATAK	U090003147	FS ARMORY	1,208	100.00	1,208
9	0	NOATAK	U090003148	FS ARMORY	1,368	100.00	1,368
9	0	NOME	U090003149	NOME STATE MAINT SHOP	2,400	100.00	2,400
9	0	NOME	U090003150	NOME AAOF	17,407	100.00	17,407
9	0	NOME	U090003151	NOME OMS #3	2,849	100.00	2,849
9	0	NOME	900000669	NATIONAL GUARD ARMORY	14,083	100.00	14,083
9	0	NOME	900000683	COLD STORAGE BLDG	1,450	100.00	1,450
9	0	NOORVIK	U090003152	FS ARMORY	1,200	100.00	1,200
9	0	NOORVIK	U090003153	FS ARMORY	1,200	100.00	1,200
9	0	NULATO	U090003154	FS ARMORY	1,368	100.00	1,368
9	0	NUNAPICHUK	U090003155	FS ARMORY	1,360	100.00	1,360
9	0	NUNAPICHUK	U090003156	FS ARMORY	1,200	100.00	1,200
9	0	OLD HARBOR	U090003157	FS ARMORY	1,208	100.00	1,208
9	0	PETERSBURG	U090003158	FS ARMORY (LEASEDA0	850	100.00	850
9	0	POINT HOPE	U090003159	FS ARMORY	1,200	100.00	1,200
9	0	POINT HOPE	U090003160	FS ARMORY	1,368	100.00	1,368
9	0	QUINHAGAK	U090003161	FS ARMORY	1,200	100.00	1,200
9	0	QUINHAGAK	U090003162	FS ARMORY	1,368	100.00	1,368
9	0	ST. MARY'S	U090003163	FS ARMORY	1,208	100.00	1,208
9	0	ST.MICHAELS	U090003164	FS ARMORY	1,200	100.00	1,200
9	0	SAVOONGA	U090003165	FS ARMORY	1,368	100.00	1,368
9	0	SAVOONGA	U090003166	FS ARMORY	1,256	100.00	1,256
9	0	SCAMMON BAY	U090003167	FS ARMORY	1,200	100.00	1,200
9	0	SELAWIK	U090003168	FS ARMORY	1,200	100.00	1,200
9	0	SELAWIK	U090003169	FS ARMORY	1,368	100.00	1,368
9	0	SHAKTOOLIK	U090003170	FS ARMORY	1,200	100.00	1,200
9	0	SHISHMAREF	U090003171	FS ARMORY	1,368	100.00	1,368
9	0	SHISHMAREF	U090003172	FS ARMORY	1,200	100.00	1,200
9	0	SHUNGNAK	U090003173	FS ARMORY	1,200	100.00	1,200
9	0	SHUNGNAK	U090003174	FS ARMORY	1,200	100.00	1,200
9	0	SITKA	U090003175	SITKA DOCK	2,228	100.00	2,228
9	0	SITKA	900000829	ARMORY	8,995	100.00	8,995
9	0	SKAGWAY	U090003176	FS ARMORY	1,152	100.00	1,152
9	0	STEBBINS	U090003177	FS ARMORY	1,200	100.00	1,200
9	0	TANANA	U090003178	FS ARMORY (LEASED)	2,960	100.00	2,960
9	0	TANANA	U090003579	L OFFICE	2,960	100.00	2,960
9	0	TELLER	U090003179	FS ARMORY	1,200	100.00	1,200

6	5	ANCHORAGE	605000511	MYC COTTAGE #5	6,580	100.00	6,580
	5 Total						128,070
6	12	JUNEAU	MO00000009	COURT PLAZA & PARKING	51,047	10.81	5,518
	12 Total						5,518
6	14	ANCHORAGE	L061405074	L OFFICE L# 1517 ACDEF	11,685	100.00	11,685
6	14	ANCHORAGE	L061405075	L OFFICE 1833ABCD	13,890	100.00	13,890
6	14	ANCHORAGE	L061405141	L OFFICE L# 2053 GKLMN	8,418	100.00	8,418
6	14	ANCHORAGE	614000062	ECTA BLDG	24,310	100.00	24,310
6	14	BETHEL	L061405063	L OFFICE L#1233	2,396	100.00	2,396
6	14	BETHEL	L061405079	L OFFICE 2121	2,200	100.00	2,200
6	14	DILLINGHAM	MO00000259	COMBINED FACILITY	2,380	41.00	976
6	14	DILLINGHAM	614000261	HEATH CTR/QTRS	1,200	100.00	1,200
6	14	FAIRBANKS	L061405082	L OFFICE 2253	5,255	100.00	5,255
6	14	FAIRBANKS	614000372	THE FAHRENKAMP CENTER	10,150	100.00	10,150
6	14	FAIRBANKS	614000373	THE DENARDO CENTER	6,532	100.00	6,532
6	14	FORT YUKON	MO00000218	COMBINED FACILITY	3,472	21.00	729
6	14	FORT YUKON	614000390	EMPLOYEE HOUSING	1,632	100.00	1,632
6	14	HAINES	L06140509	L OFFICE L# 2219A	2,275	100.00	2,275
6	14	HOMER	L061405085	L CLINIC 2381	2,444	100.00	2,444
6	14	JUNEAU	L061405010	L OFFICE 2214 ABC	4,783	100.00	4,783
6	14	JUNEAU	L061405086	L OFFICE 765	4,460	100.00	4,460
6	14	JUNEAU	MO00000492	SUBPORT BUILDING	81,800	1.70	1,391
6	14	JUNEAU	614001156	HEALTH CENTER	9,141	100.00	9,141
6	14	KETCHIKAN	614000695	HEALTH CENTER	6,922	100.00	6,922
6	14	PALMER	L061405092	L OFFICE L# 2414	4,600	100.00	4,600
6	14	TOK	MO00000129	TOK VIS CENTER	10,900	64.40	7,020
6	14	WASILLA/FINGER LAKE	L061405155	L OFFICE L# 2372	2,430	100.00	2,430
	14 Total						134,839
6	15	ANCHORAGE	L061505073	L OFFICE 1201A	29,472	100.00	29,472
6	15	BETHEL	L061505080	L OFFICE 2212	6,945	100.00	6,945
6	15	JUNEAU	L061505088	L OFFICE L#2217	2,636	100.00	2,636
6	15	JUNEAU	L061505096	L OFFICE L 1906B D	3,189	100.00	3,189
6	15	KETCHIKAN	L061505093	L OFFICE L# 2230 A	5,016	100.00	5,016
6	15	NOME	L061505165	L OFFICE 2170	2,560	100.00	2,560
6	15	PALMER	L061505023	L OFFICE L#2385	2,400	100.00	2,400
6	15	SITKA	L061505150	L OFFICE L#2218	2,172	100.00	2,172
6	15	WASILLA/FINGER LAKE	L061505089	L OFFICE L2403	7,676	100.00	7,676
6	15	WRANGELL	L061505156	L OFFICE L#2204 A	2,017	100.00	2,017
	15 Total						64,083
6 Total							734,199
7	0	ANCHORAGE	L070005097	L OFFICE 1445	48,640	100.00	48,640
7	0	BETHEL	L210005017	L OFFICE 1935	2,100	100.00	2,100
7	0	BETHEL	700000117	EMPL SECURITY BLD	600	100.00	600
7	0	DILLINGHAM	700000262	EMPLOYMENT OFFICE	1,013	100.00	1,013
7	0	EAGLE RIVER	L070005099	L OFFICE 2364 AB	3,240	100.00	3,240
7	0	FAIRBANKS	L210005018	L OFFICE L# 2395	2,926	100.00	2,926
7	0	FAIRBANKS	MO00000323	REGIONAL OFC BLDG	88,200	54.20	47,804
7	0	GLENNALLEN	700000406	EMPLOYMENT OFFICE	560	100.00	560
7	0	JUNEAU	LO70005043	L OFFICE 1632B	5,015	100.00	5,015
7	0	JUNEAU	L070005102	L OFFICE 1607	59,463	100.00	59,463
7	0	JUNEAU	L070005103	L WHSE 2116 AB	2,150	100.00	2,150
7	0	JUNEAU	L070005162	L OFFICE L# 2179 A	2,773	100.00	2,773
7	0	KENAI	L070005104	L OFFICE 2069	7,877	100.00	7,877
7	0	KETCHIKAN	L070005087	L OFFICE L 2230 B D F	5,127	100.00	5,127
7	0	KODIAK (CITY)	LO70005052	L OFFICE 2200	2,460	100.00	2,460
7	0	KOTZEBUE	700000587	EMPLOYMENT OFFICE	600	100.00	600
7	0	NOME	MO00000673	OLD FEDERAL OFFICE BLDG	16,600	19.00	3,154
7	0	PETERSBURG	UO70005158	L OFFICE E	1,065	100.00	1,065
7	0	SEWARD	UO70005149	L OFFICE E	1,005	100.00	1,005
7	0	SITKA	MO00000823	COURT & OFFICE BLDG	24,400	11.10	2,708
7	0	SITKA	UO70005047	MECHANICAL INSPECTION E	441	100.00	441
7	0	TOK	U070005090	L OFFICE L#2315	950	100.00	950
7	0	VALDEZ	MO00000922	COURT/OFC BLDG	16,324	4.64	757
7	0	WASILLA/FINGER LAKE	LO70005042	L OFFICE & AWP 2066A	9,277	100.00	9,277
7 Total							211,705
8	0	BELLEVUE	L080005191	L OFFICE L #2233	2,606	100.00	2,606
8	0	ANCHORAGE	L080005013	L OFFICE L# 2011 D	16,390	100.00	16,390
8	0	ANCHORAGE	L080005015	L OFFICE L# 2308 A B C D	15,667	100.00	15,667
8	0	ANCHORAGE	L080005026	L OFFICE AK S & T 2389B	2,850	100.00	2,850
8	0	ANCHORAGE	L080005226	AADC OFFICE SPACE	2,300	100.00	2,300

10	2	CHENA REC AREA	1002001007	CHENA RIVER WELLHOUSE 33M	64	100.00	64
10	2	CHENA REC AREA	1002001008	PUS GRANITE TOR TRAIL SHE	120	100.00	120
10	2	CHENA REC AREA	1002001009	PUS CHENA DOME TRAIL SHEL	120	100.00	120
10	2	CHENA REC AREA	1002001010	ANGLE ROCKS TRAIL SHELTER	120	100.00	120
10	2	CHENA REC AREA	1002001016	CHENA RIV SRS VOL CABIN	352	100.00	352
10	2	CHENA REC AREA	1002001018	CHENA RIV SRS FEE STATION	65	100.00	65
10	2	CHENA REC AREA	1002001019	PUC SALCHA RIVER	190	100.00	190
10	2	CHENA REC AREA	1002001020	PUC QUARTZ LAKE	160	100.00	160
10	2	CHENA REC AREA	1002001021	PUC FIELDING LAKE	224	100.00	224
10	2	CHENA REC AREA	1002001022	SS TOILET (DOUBLE)	84	100.00	84
10	2	CHENA REC AREA	1002001033	SS TOILET (DOUBLE)	84	100.00	84
10	2	CHENA REC AREA	1002001034	SS TOILET (DOUBLE)	84	100.00	84
10	2	CHENA REC AREA	1002001044	GHETTO"CABINCHENASRA"	224	100.00	224
10	2	CHENA REC AREA	1002001046	PALACE"CABINCHENASRS"	240	100.00	240
10	2	CHENA REC AREA	1002001057	VOLUNTEER CABIN CHENA SRA	120	100.00	120
10	2	CHENA REC AREA	1002001240	CHENA RIVER OFFICE	240	100.00	240
10	2	CHENA REC AREA	1002001241	CHENA RIVER PUBLIC CABIN	480	100.00	480
10	2	CHENA REC AREA	1003001233	DNR CMPLX ATCO TRLR	400	100.00	400
10	2	CHUGIAK	1002000404	GARAGE	1,000	100.00	1,000
10	2	COPPER CENTER	U100203303	PICNIC SHELTER (4)BLU B L	1,000	100.00	1,000
10	2	COPPER CENTER	U100203304	S V LATRINE (2)BLU B LK	121	100.00	121
10	2	COPPER CENTER	U100203305	PICNIC SHELTER LK LOUISE	250	100.00	250
10	2	COPPER CENTER	U100203306	D V LATRINE (2)LK LOUISE	161	100.00	161
10	2	COPPER CENTER	U100203307	D V LATRINE WORTH GLACIER	161	100.00	161
10	2	COPPER CENTER	U100203308	PIT LATRINE LITTLE TONSIN	25	100.00	25
10	2	COPPER CENTER	U100203309	D/V LATRINE LIBERTY FALLS	25	100.00	25
10	2	COPPER CENTER	U100203311	D V LATRINE (4)DRY CREEK	161	100.00	161
10	2	COPPER CENTER	U100203312	PIT LATRINE(4) PORCUP CR	25	100.00	25
10	2	COPPER CENTER	U100203313	PIT LATRINE(2)TOLSONA	120	100.00	120
10	2	COPPER CENTER	U100203314	PIT LATRINE(2)LITL NELCHI	25	100.00	25
10	2	COPPER CENTER	U100203351	VIEWING PLATFORM WORTH GL	350	100.00	350
10	2	COPPER CENTER	1002003309	D/V LATRINE LIBERTY FALLS	25	100.00	25
10	2	COPPER CENTER	1002003310	LATRINE (2) SQUIRL CRE DV	25	100.00	25
10	2	COPPER CENTER	1002003352	D/V LATRINE LK LOUISE	192	100.00	192
10	2	CROOKED CREEK	U100203327	SV LATRINE (1) DV (1)	250	100.00	250
10	2	DELTA JUNCTION	U100203251	OTHER OUT BUILDINGS	500	100.00	500
10	2	DELTA JUNCTION	U100203355	CLEARWATER LATRINE	120	100.00	120
10	2	DELTA JUNCTION	U100203356	DELTA SRS LATRINES (2)	120	100.00	120
10	2	DELTA JUNCTION	1002000017	WAMCATS BLDG #2	100	100.00	100
10	2	DELTA JUNCTION	1002000131	WAMCAT BLDG #1	384	100.00	384
10	2	DELTA JUNCTION	1002000132	WAMCATS BLDG #3	256	100.00	256
10	2	DELTA JUNCTION	1002000236	DELTA SRS CABIN	320	100.00	320
10	2	DELTA JUNCTION	1002000348	ARC/ARTS BLDG	4,820	100.00	4,820
10	2	DELTA JUNCTION	1002000393	GARAGE BIGDELTA	576	100.00	576
10	2	DELTA JUNCTION	1002000961	RIKA'S ROADHOUSE	4,200	100.00	4,200
10	2	DELTA JUNCTION	1002000962	FERRYMAN'S CABIN	600	100.00	600
10	2	DELTA JUNCTION	1002000963	BARN	2,050	100.00	2,050
10	2	DELTA JUNCTION	1002001053	BLACKSMITH SHOP/MUSEUM	625	100.00	625
10	2	DILLINGHAM	MO00000258	PARKS OFFICE	2,200	50.00	1,100
10	2	DILLINGHAM	U100203344	STORAGE GARAGES WTSP	900	100.00	900
10	2	DILLINGHAM	U100203345	STORAGE GARAGES WTSP	300	100.00	300
10	2	DILLINGHAM	U100203346	CABIN WTSP AGULUKPAK RIVE	1,200	100.00	1,200
10	2	DILLINGHAM	U100203347	SHELTER POINTLAKE CABIN	40	100.00	40
10	2	DILLINGHAM	1002001061	WTSP OFFICE 2STORY DUPLEX	1,440	100.00	1,440
10	2	EAGLE RIVER	U100203239	D/V LATRINES #1	161	100.00	161
10	2	EAGLE RIVER	U100203240	PICNIC SHELTER	3,000	100.00	3,000
10	2	EAGLE RIVER	U100203253	CABIN	200	100.00	200
10	2	EAGLE RIVER	U100203254	CABIN	200	100.00	200
10	2	EAGLE RIVER	U100203255	CABIN	200	100.00	200
10	2	EAGLE RIVER	U100203256	VIEWING DECK	1,000	100.00	1,000
10	2	EAGLE RIVER	U100203265	RESTROOM/SEWAGE TREATMENT	2,880	100.00	2,880
10	2	EAGLE RIVER	U100203267	DV LATRINE #2	161	100.00	161
10	2	EAGLE RIVER	U100203350	CARETAKER'S CABIN	384	100.00	384
10	2	EAGLE RIVER	1002000070	PARKS MAINT SHOP EAGLE RI	4,700	100.00	4,700
10	2	EAGLE RIVER	1002000972	EAGLE RIVER NATURE CENTER	3,000	100.00	3,000
10	2	EKLUTNA RIVER	UIOO203205	BACK COUNTRY CABIN D	100	100.00	100
10	2	EKLUTNA RIVER	U100200994	TRAILER OFFICE W/ SKIRT	300	100.00	300
10	2	EKLUTNA RIVER	U100203241	PICNIC SHELTER	3,000	100.00	3,000
10	2	EKLUTNA RIVER	U100203249	DV LATRINE #1	161	100.00	161
10	2	EKLUTNA RIVER	U100203268	D V LATRINE #3	161	100.00	161
10	2	EKLUTNA RIVER	U100203269	D V LATRINE #4	161	100.00	161
10	2	EKLUTNA RIVER	U100203600	D V LATRINE #2	161	100.00	161

9	0	FORT RICHARDSON	U090003048		57037	1,440	100.00	1,440
9	0	FORT RICHARDSON	U090003049		57039	1,440	100.00	1,440
9	0	FORT RICHARDSON	U090003050	CAMP CARROLL H Q		1,440	100.00	1,440
9	0	FORT RICHARDSON	U090003051		57112	11,406	100.00	11,406
9	0	FORT RICHARDSON	U090003052		57224	576	100.00	576
9	0	FORT RICHARDSON	U090003053		57226	2,160	100.00	2,160
9	0	FORT RICHARDSON	U090003054		57228	1,260	100.00	1,260
9	0	FORT RICHARDSON	U090003055		57409	960	100.00	960
9	0	FORT RICHARDSON	U090003056		57426	1,250	100.00	1,250
9	0	FORT RICHARDSON	U090003057		57427	336	100.00	336
9	0	FORT RICHARDSON	U090003058		57432	2,016	100.00	2,016
9	0	FORT RICHARDSON	U090003059		57433	3,840	100.00	3,840
9	0	FORT RICHARDSON	U090003060	C C THEATER		4,080	100.00	4,080
9	0	FORT RICHARDSON	U090003061	C C CHAPEL		1,440	100.00	1,440
9	0	FORT RICHARDSON	U090003062		57451	960	100.00	960
9	0	FORT RICHARDSON	U090003063		57452	960	100.00	960
9	0	FORT RICHARDSON	U090003064		57453	960	100.00	960
9	0	FORT RICHARDSON	U090003065		57454	960	100.00	960
9	0	FORT RICHARDSON	U090003066		57455	960	100.00	960
9	0	FORT RICHARDSON	U090003067		57456	960	100.00	960
9	0	FORT RICHARDSON	U090003068		57457	960	100.00	960
9	0	FORT RICHARDSON	U090003069		57458	960	100.00	960
9	0	FORT RICHARDSON	U090003070		57501	1,200	100.00	1,200
9	0	FORT RICHARDSON	U090003071		57503	3,308	100.00	3,308
9	0	FORT RICHARDSON	U090003072		57528	1,440	100.00	1,440
9	0	FORT RICHARDSON	U090003073		57532	1,440	100.00	1,440
9	0	FORT RICHARDSON	U090003074		60600	2,976	100.00	2,976
9	0	FORT RICHARDSON	U090003075		60606	2,151	100.00	2,151
9	0	FORT RICHARDSON	U090003076	C C MESS HALL		10,650	100.00	10,650
9	0	FORT RICHARDSON	U090003077		60700	2,161	100.00	2,161
9	0	FORT RICHARDSON	U090003078		60702	2,161	100.00	2,161
9	0	FORT RICHARDSON	U090003079		60704	2,346	100.00	2,346
9	0	FORT RICHARDSON	U090003080		60706	2,346	100.00	2,346
9	0	FORT RICHARDSON	U090003081		60708	2,346	100.00	2,346
9	0	FORT RICHARDSON	U090003082		60710	1,265	100.00	1,265
9	0	FORT RICHARDSON	U090003083		60712	1,010	100.00	1,010
9	0	FORT RICHARDSON	U090003084		60714	2,005	100.00	2,005
9	0	FORT RICHARDSON	U090003085		60716	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003086		60716	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003087		60718	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003088		60720	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003089		60722	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003090		60724	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003091		60726	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003092		60728	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003093		60730	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003094		60732	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003095		60734	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003096		60736	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003097		60738	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003098		60740	2,400	100.00	2,400
9	0	FORT RICHARDSON	U090003099		60802	2,161	100.00	2,161
9	0	FORT RICHARDSON	U090003100		60806	2,133	100.00	2,133
9	0	FORT RICHARDSON	U090003101	C C 200 MAN BARRACKS		15,551	100.00	15,551
9	0	FORT RICHARDSON	900001153	FAC MGMT OFF		3,010	100.00	3,010
9	0	FORT RICHARDSON	900001154	MAINT SHOP		5,719	100.00	5,719
9	0	FORT YUKON	U090003102	FS ARMORY		1,200	100.00	1,200
9	0	GALENA	U090003103	FS ARMORY (LEASED)		1,104	100.00	1,104
9	0	GAMBELL	U090003104	FS ARMORY		1,208	100.00	1,208
9	0	GAMBELL	U090003105	FS ARMORY		1,386	100.00	1,386
9	0	GOLOVIN	U090003106	FS ARMORY (LEASED)		600	100.00	600
9	0	GOODNEWS BAY	U090003107	FS ARMORY		1,374	100.00	1,374
9	0	HAINES	U090003108	FS ARMORY		5,578	100.00	5,578
9	0	HOLY CROSS	U090003109	FS ARMORY		1,538	100.00	1,538
9	0	HOONAH	U090003110	FS ARMORY		1,208	100.00	1,208
9	0	HOOPER BAY	U090003111	FS ARMORY		1,368	100.00	1,368
9	0	HOOPER BAY	U090003112	FS ARMORY		1,200	100.00	1,200
9	0	HUSLIA	U090003113	FS ARMORY		1,208	100.00	1,208
9	0	JUNEAU	MO00000492	SUBPORT BUILDING		81,600	33.90	27,730
9	0	JUNEAU	U090003114	JUNEAU AAOF		17,407	100.00	17,407
9	0	JUNEAU	U090003115	JUNEAU DOCK OLD		2,400	100.00	2,400
9	0	JUNEAU	U090003116	JUNEAU OMS#1		23,160	100.00	23,160

10	2	KENAI	U100203318	D V LATRINE (2)IZAAK WALT	300	100.00	300
10	2	KENAI	U100203320	D V LATRINE SCOUT LK SRS	161	100.00	161
10	2	KENAI	U100203321	SV LATRINE FUNNY RVR SRS	90	100.00	90
10	2	KENAI	U100203322	S V LATRINE SLIKOK CR SRS	90	100.00	90
10	2	KENAI	U100203323	S V LATRINE BIG EDDY SRS	90	100.00	90
10	2	KENAI	U100203324	SV LATRINE CIECHANSKI SRS	90	100.00	90
10	2	KENAI	U100203325	SV LATRINE KENAI RIV FLAT	90	100.00	90
10	2	KENAI	U100203326	S V LATRINE BERNICE LKSRS	90	100.00	90
10	2	KENAI	U100203329	DV LATRINES (4)ANCH RIV	600	100.00	600
10	2	KENAI	U100203330	SV LATRINES(2)CLAM GULCH	180	100.00	180
10	2	KENAI	U100203331	SV LATRINE STARISKI SRS	120	100.00	120
10	2	KENAI	U100203380	LATRINE DEEP CREEK	160	100.00	160
10	2	KENAI	U100203591	LATRINES CPTN COOK SRA	150	100.00	150
10	2	KENAI	1002000354	RANGER CABIN CPT COOK SP	250	100.00	250
10	2	KETCHIKAN	U100203335	LATRINES TOTEM BIGHT SHP	120	100.00	120
10	2	KETCHIKAN	U100203336	REFUGE COVE SRS PIT LATRI	64	100.00	64
10	2	KETCHIKAN	U100203337	SETTLERS COVE SRS DV (2)	120	100.00	120
10	2	KETCHIKAN	U100203365	PICNIC SHELTERS S C #1	400	100.00	400
10	2	KETCHIKAN	U100203366	PICNIC SHELTERS S C #2	600	100.00	600
10	2	KETCHIKAN	1002000364	TOTEM BIGHT RANGER STN	700	100.00	700
10	2	KETCHIKAN	1002000528	CLAN HOUSE	2,718	100.00	2,718
10	2	KODIAK (CITY)	U100203348	MAINT SHOP BUNKER	3,240	100.00	3,240
10	2	KODIAK (CITY)	U100203375	RDY AMMO BUNKER MILLER PT	3,240	100.00	3,240
10	2	MATANUSKA	U100203244	SV LATRINE (3)KEP-BRADLEY	160	100.00	160
10	2	MATANUSKA	U100203272	LOG HOME-KEPLER/BRADLEY	672	100.00	672
10	2	MATANUSKA	U100203285	DV LATR (2)KING MOUNTAIN	120	100.00	120
10	2	MATANUSKA	U100203286	PICNIC SHL KING MOUNTAIN	400	100.00	400
10	2	MATANUSKA	U100203287	SV LATRINE(2)BONNIE LAKE	120	100.00	120
10	2	MATANUSKA	U100203288	D V LATRINE LONG LAKE	161	100.00	161
10	2	MATANUSKA	U100203289	SV LATRINE (3)MAT GLACIER	120	100.00	120
10	2	MATANUSKA	U100203290	SV LATRINE WOLF LAKE	120	100.00	120
10	2	MATANUSKA	U100203291	FISHING DOCK KEPL/BRADLEY	200	100.00	200
10	2	MATANUSKA	U100203296	PICNIC SHELTER VETS MEMOR	600	100.00	600
10	2	MATANUSKA	U100203297	D V LATRINE (1) DENALI	161	100.00	161
10	2	MATANUSKA	U100203390	CABIN DENALI SP VIP	144	100.00	144
10	2	MATANUSKA	U100203392	CABIN CURRY LOOKOUT	60	100.00	60
10	2	MATANUSKA	1002000375	LYNX LAKE CABIN #1	144	100.00	144
10	2	MATANUSKA	1002000377	LYNX LAKE CABIN #2	144	100.00	144
10	2	MATANUSKA	1002000405	MAINT FACILITY DENALI SP	600	100.00	600
10	2	MATANUSKA	1002000421	LYNX LAKE CABIN #3	144	100.00	144
10	2	MATANUSKA	1002000498	RANGER STATION DENALI	352	100.00	352
10	2	MATANUSKA	1002000514	D V LATRINE MONTANA CRK	161	100.00	161
10	2	MATANUSKA	1002000985	GEN BLDG VET MEM CARETAKR	80	100.00	80
10	2	MATANUSKA	1002000990	VET MEM CARETAKER CABIN#1	672	100.00	672
10	2	MATANUSKA	1002000993	VET MEM VISITOR STATION	900	100.00	900
10	2	MATANUSKA	1002000995	SV LATRINE VET MEMORIAL	162	100.00	162
10	2	MATANUSKA	1002000996	SV LATRINE DENALI VIEW N	162	100.00	162
10	2	MATANUSKA	1002001017	JAMES LAKE CABIN	400	100.00	400
10	2	MATANUSKA	1002001052	BUTTERFLY LK PATROL CABIN	240	100.00	240
10	2	MORGAN'S LANDING	U100203319	SV LATRINE(1)DV LATRINE(1	250	100.00	250
10	2	MORGAN'S LANDING	U100203349	PRE FAB STORAGE	600	100.00	600
10	2	MORGAN'S LANDING	1002000091	MAINT SHOP AND 3SID STG	1,600	100.00	1,600
10	2	MORGAN'S LANDING	1002001031	KENAI AREA S P OFFICE	4,000	100.00	4,000
10	2	NANCY LAKE	U100203245	M H NANCY LK OFFICE	840	100.00	840
10	2	NANCY LAKE	U100203293	PICNIC SHELTER NANCY LSRS	400	100.00	400
10	2	NANCY LAKE	U100203298	MOBILE SHOP N L WRK WAGON	160	100.00	160
10	2	NANCY LAKE	U100303252	DV LATRINE	160	100.00	160
10	2	NANCY LAKE	1002000465	MAINT FACILITY/OFFICE	5,000	100.00	5,000
10	2	NANCY LAKE	1002000983	PUC BALD LAKE	384	100.00	384
10	2	NANCY LAKE	1002000984	PORTABLE CABIN NANCY LK	288	100.00	288
10	2	NANCY LAKE	1002001023	PUBLIC USE CABIN #1	256	100.00	256
10	2	NANCY LAKE	1002001024	PUBLIC USE CABIN #2	256	100.00	256
10	2	NANCY LAKE	1002001025	PUBLIC USE CABIN #3	256	100.00	256
10	2	NANCY LAKE	1002001026	PUBLIC USE CABIN #4	576	100.00	576
10	2	NIKISKI	U100203384	VOLUNTEER HOUSING TRAILER	720	100.00	720
10	2	NIKISKI	U100203388	CPT COOK PICNIC SHELTERS2	384	100.00	384
10	2	NIKISKI	1002000359	CPT COOK STG SHED	320	100.00	320
10	2	NIKISKI	1002000982	RANGER STA CPT COOK	420	100.00	420
10	2	NINILCHIK	U100203273	WELL HOUSE NINILCHIK	88	100.00	88
10	2	NINILCHIK	U100203275	LATRINES NINILCHIK SRA	150	100.00	150
10	2	NINILCHIK	U100203385	PICNIC SHELTER CLAM GULCH	384	100.00	384
10	2	NINILCHIK	U100203386	PICNIC SHELTER NINILCHIKR	384	100.00	384

9	0	TOGIAK	U090003180	FS ARMORY	1,320	100.00	1,320
9	0	TOGIAK	U090003181	FS ARMORY	1,200	100.00	1,200
9	0	TOKSOOK BAY	U090003182	FS ARMORY	1,200	100.00	1,200
9	0	TOKSOOK BAY	U090003183	FS ARMORY	1,368	100.00	1,368
9	0	TUNUNAK	U090003187	FS ARMORY	1,560	100.00	1,560
9	0	TUNUNAK	U090003188	FS ARMORY	1,200	100.00	1,200
9	0	TULUKSAK	U090003184	FS ARMORY	1,368	100.00	1,368
9	0	TULUKSAK	U090003185	FS ARMORY	1,200	100.00	1,200
9	0	TUNTUTULIAK	U090003186	FS ARMORY	1,200	100.00	1,200
9	0	UNALAKLEET	U090003189	FS ARMORY	1,200	100.00	1,200
9	0	VALDEZ	900000015	VALDEZ ARMORY	7,751	100.00	7,751
9	0	WAINWRIGHT	U090003190	FS ARMORY	1,200	100.00	1,200
9	0	WAINWRIGHT	U090003191	FS ARMORY	1,560	100.00	1,560
9	0	WALES	U090003195	FS ARMORY	1,200	100.00	1,200
9	0	WASILLA/FINGER LAKE	U090003192	ALCANTRA TRLR DOUBLE WIDE	1,058	100.00	1,058
9	0	WASILLA/FINGER LAKE	U090003193	ALCANTRA MVSB	2,400	100.00	2,400
9	0	WASILLA/FINGER LAKE	U090003194	ALCANTRA Q-HUT	1,050	100.00	1,050
9	0	WASILLA/FINGER LAKE	U090003196	ALCANTRA Q-HUT	1,050	100.00	1,050
9	0	WASILLA/FINGER LAKE	U090003197	ALCANTRA MESSHALL	1,980	100.00	1,980
9	0	WASILLA/FINGER LAKE	U090003198	ALCANTRA WELL HOUSE	306	100.00	306
9	0	WASILLA/FINGER LAKE	U090003199	ALCANTRA Q-HUT	1,050	100.00	1,050
9	0	WHITE MOUNTAIN	U090003200	FS ARMORY (LEASED)	120	100.00	120
9	0	WRANGELL	U090003201	FS ARMORY	1,208	100.00	1,208
9	0	YAKUTAT	U090003202	FS ARMORY (LEASED)	882	100.00	882
9 Total							**1,014,464**
10	0	ANCHORAGE	L100005115	FRONTIER L 2011A	101,685	100.00	101,685
10	0	DEADHORSE	U100003236	L OFFICE NANA CAMP	300	100.00	300
10	0	FAIRBANKS	1000000333	REG. RESOURCE CNT	24,000	100.00	24,000
10	0	JUNEAU	L100005120	L OFFICE 1906A	18,546	100.00	18,546
	0 Total						1,587,744
10	2	AFOGNAK LAKE	1002000367	PILLAR LAKE PUC	168	100.00	168
10	2	ANCHOR POINT	U100203382	VOLUNTEER HOUSING TRAILER	720	100.00	720
10	2	ANCHOR RIVER	1002000941	DV LATRINE ANCHOR RIV SRA	320	100.00	320
10	2	ANCHOR RIVER	1002000959	SV LATRINEANCHOR RIV SRA	128	100.00	128
10	2	ANCHOR RIVER	1002000980	PICNIC SHELTER ANCHOR RIV	320	100.00	320
10	2	ANCHOR RIVER	1002001087	S V LATRINE SLIDEHOLE	128	100.00	128
10	2	ANCHOR RIVER	1002001088	SV LATRINE SLIDEHOLE	128	100.00	128
10	2	ANCHOR RIVER	1002001090	S V LATRINE SILVERKING	128	100.00	128
10	2	ANCHOR RIVER	1002001091	S V LATRINE STEELHEAD	128	100.00	128
10	2	ANCHORAGE	U100203212	D V LATRINE GLEN ALPS	161	100.00	161
10	2	ANCHORAGE	U100203225	D V LATRINES	161	100.00	161
10	2	ANCHORAGE	U100203247	STORAGE SHED	240	100.00	240
10	2	ANCHORAGE	U100203270	STORAGE SHED	180	100.00	180
10	2	ANCHORAGE	U100203271	TRAILER STORAGE	180	100.00	180
10	2	ANCHORAGE	U100203376	VOLUNTEER HOUSING TRAILER	720	100.00	720
10	2	ANCHORAGE	U100203590	D V LATRINE	161	100.00	161
10	2	ANCHORAGE	1002000101	WELL HOUSE POTTER	64	100.00	64
10	2	ANCHORAGE	1002000971	POTTER SECTION HOUSE	3,000	100.00	3,000
10	2	ANCHORAGE	1003001225	POTTER MAINT FAC	800	100.00	800
10	2	BIG LAKE	U100203203	D V LATRINE BIG LAKE N	161	100.00	161
10	2	BIG LAKE	U100203292	PICNIC SHELTERS (4)B L N	240	100.00	240
10	2	BIG LAKE	U100203299	D V LATRINE ROCKY LAKE	120	100.00	120
10	2	BIG LAKE	1002001011	DBL LATRINE BIG LAKE SO.	161	100.00	161
10	2	BYERS LAKE	1002000450	PUB USE CAB BYERS LK #1	224	100.00	224
10	2	BYERS LAKE	1002000513	PUB USE CAB BYERS LK #2	320	100.00	320
10	2	BUSKIN RIVER SRS	1002001158	BUSKIN PICNIC OUT HOUSE	84	100.00	84
10	2	BUSKIN RIVER SRS	1002001169	BUSKIN BEACH OUTHOUSE	84	100.00	84
10	2	CHATANIKA	1002000902	SS TOILETS (DOUBLE)	120	100.00	120
10	2	CHATANIKA	1003001237	SS TOILET (DOUBLE)	120	100.00	120
10	2	CHENA REC AREA	U100203237	CABIN(NUGGET CREEK)	130	100.00	130
10	2	CHENA REC AREA	U100301238	CHENA RIVER SRA 27 MILE	120	100.00	120
10	2	CHENA REC AREA	U100301239	CHENA RIVER SRA 39 MILE	120	100.00	120
10	2	CHENA REC AREA	1002000005	LOG CABIN (N FORK)	408	100.00	408
10	2	CHENA REC AREA	1002000006	CABIN (ANGEL CREEK)	190	100.00	190
10	2	CHENA REC AREA	1002000174	REC. HALL (TWIN BEARS)	960	100.00	960
10	2	CHENA REC AREA	1002000347	MESS HALL (TWIN BEARS)	1,000	100.00	1,000
10	2	CHENA REC AREA	1002000904	CABIN COLORADO CREEK	170	100.00	170
10	2	CHENA REC AREA	1002000998	CHENA RIVER GARAGE	784	100.00	784
10	2	CHENA REC AREA	1002000999	PUC LOWER ANGLE CREEK	168	100.00	168
10	2	CHENA REC AREA	1002001003	PUC STILES CREEK	288	100.00	288
10	2	CHENA REC AREA	1002001004	CHENA RIV STG POLE SHED	960	100.00	960

10	2	WASILLA/FINGER LAKE	1002001029	STORAGE	600	100.00	600
10	2	WASILLA/FINGER LAKE	1002001030	GAS HOUSE	120	100.00	120
10	2	WILLOW	U100203294	PICNIC SHELTERS (2)	240	100.00	240
10	2	WILLOW	U100203295	SV LATRINES(2)DECEPTIONCR	128	100.00	128
	2 Total						176,612
10	3	BIG LAKE	U100303213	AMAO-HELI SHED	192	100.00	192
10	3	BIG LAKE	1003000036	SHOP	1,008	100.00	1,008
10	3	BIG LAKE	1003000037	OFFICE	980	100.00	980
10	3	BIG LAKE	1003000175	WAREHOUSE	280	100.00	280
10	3	BIG LAKE	1003000368	OFFICE	1,740	100.00	1,740
10	3	DELTA JUNCTION	U100303229	TRAILER	840	100.00	840
10	3	DELTA JUNCTION	U100303234	HELITAC BLDG	1,080	100.00	1,080
10	3	DELTA JUNCTION	1003000578	DAO STORAGE	396	100.00	396
10	3	DELTA JUNCTION	1003000845	DAO WAREHOUSE	1,792	100.00	1,792
10	3	DELTA JUNCTION	1003000987	MAIN OFFICE BUILDING	2,880	100.00	2,880
10	3	EAGLE RIVER	U100303206	ERFF POLE SHED	1,440	100.00	1,440
10	3	EAGLE RIVER	U100303207	ERFF TRAILER #1	1,200	100.00	1,200
10	3	EAGLE RIVER	U100303216	ERFF-FUEL STG	256	100.00	256
10	3	EAGLE RIVER	U100303227	POLE SHED	960	100.00	960
10	3	EAGLE RIVER	1003000281	ERFF - WAREHOUSE	4,200	100.00	4,200
10	3	EAGLE RIVER	1003000989	ERFF- STORAGE BUILDING	1,280	100.00	1,280
10	3	EAGLE RIVER	1003000992	ERFF MAINT SHOP COMPLEX	13,544	100.00	13,544
10	3	FAIRBANKS	U100303215	LOGISTICS TRAILER	400	100.00	400
10	3	FAIRBANKS	U100303226	BOILER BLDG	1,386	100.00	1,386
10	3	FAIRBANKS	U100303231	TRAILER / PILOT / AFS	840	100.00	840
10	3	FAIRBANKS	1003000103	FAF/TECH BLDG	1,728	100.00	1,728
10	3	FAIRBANKS	1003000107	SHOP/WHSE/HELITACK	2,400	100.00	2,400
10	3	FAIRBANKS	1003000208	WHSE FIRE SPLIES #2	2,600	100.00	2,600
10	3	FAIRBANKS	1003000973	FAF AREA DISPATCH OFFICE	1,848	100.00	1,848
10	3	FAIRBANKS	1003000974	SHOP	2,560	100.00	2,560
10	3	FAIRBANKS	1003000975	OLD NRD BUILDING	1,680	100.00	1,680
10	3	FAIRBANKS	1003000976	OLD AVIATION HANGER	1,200	100.00	1,200
10	3	FAIRBANKS	1003001220	STORAGE WHSE(PAT SHACK)	216	100.00	216
10	3	FAIRBANKS	1003001221	POLE SHED SUPPLIES #3	2,600	100.00	2,600
10	3	FAIRBANKS	1003001222	POLE SHED FUEL	576	100.00	576
10	3	FAIRBANKS	1003001223	MAIN WHSE/OFF FIRE SPLY 1	2,600	100.00	2,600
10	3	GLENNALLEN	U100303214	CRAO-HELI SHED	120	100.00	120
10	3	GLENNALLEN	U100303228	CRAO PUMP HOUSE	144	100.00	144
10	3	GLENNALLEN	1003000964	CRAO STORAGE SHED	224	100.00	224
10	3	GLENNALLEN	1003000965	CRAO-OFFICE	2,208	100.00	2,208
10	3	GLENNALLEN	1003000966	CRAO- TRAILER	896	100.00	896
10	3	GLENNALLEN	1003000967	CRAO- FUEL SHED	240	100.00	240
10	3	GLENNALLEN	1003000968	CRAO- WAREHOUSE	1,983	100.00	1,983
10	3	GLENNALLEN	1003000970	CRAO - COOK TRAILER	440	100.00	440
10	3	KETCHIKAN	U100303235	KETCHIKAN AREA FORRESTRY	550	100.00	550
10	3	MCGRATH	1003001047	SWAO-OFFICE DISPATCH CNTR	3,072	100.00	3,072
10	3	MCGRATH	1003001224	GARAGE SHOP	896	100.00	896
10	3	PALMER	L100305121	L WHSE/OFF L# 2406 A B	8,982	100.00	8,982
10	3	PALMER	U100303208	ERFF TRAILER #2	1,200	100.00	1,200
10	3	PALMER	1008000105	GREENHOUSE #2	3,000	100.00	3,000
10	3	PALMER	1008000127	HEADHOUSE	10,000	100.00	10,000
10	3	PALMER	1008000282	GREENHOUSE #1 ASFN	3,000	100.00	3,000
10	3	PALMER	1008000991	NURSERY GEN SHED ASFN	144	100.00	144
10	3	SOLDOTNA	U100303217	KKAO-HEILO FUEL SHED	70	100.00	70
10	3	SOLDOTNA	U100303218	KKAO-HELITACK SHED	64	100.00	64
10	3	SOLDOTNA	U100303219	KKAO-GAS & OIL SHED	96	100.00	96
10	3	SOLDOTNA	1003000363	KKAO-TRAILER	980	100.00	980
10	3	SOLDOTNA	1003000525	KKAO - WAREHOUSE	1,600	100.00	1,600
10	3	SOLDOTNA	1003000900	KKAO-TRAILER	980	100.00	980
10	3	SOLDOTNA	1003001043	KKAO - OFFICE/BUNKHOUSE	3,696	100.00	3,696
10	3	TOK	U100303230	STORAGE BLDG	576	100.00	576
10	3	TOK	U100303232	TRAILER	720	100.00	720
10	3	TOK	U100303233	PILOT QUARTERS	608	100.00	608
10	3	TOK	1003000524	TAO - FORESTRY OFFICE	2,400	100.00	2,400
10	3	TOK	1003001036	TAO - ATCO WAREHOUSE	1,200	100.00	1,200
	3 Total						106,791
10	4	CHUGIAK	U100403301	OFFICES	2,080	100.00	2,080
10	4	CHUGIAK	1004000184	OFFICES	3,456	100.00	3,456
10	4	FAIRBANKS	U100403401	UNIVERSITY OF AK	570	100.00	570
	4 Total						6,106
10	5	CHUGIAK	1005000186	MATERIAL STG	1,280	100.00	1,280
10	5	CHUGIAK	1005000187	CORE STORAGE	7,500	100.00	7,500

10	2	EKLUTNA RIVER	1002003270	YUDITNU PUBLIC USE CABIN	168	100.00	168
10	2	EKLUTNA RIVER	1002003271	EKLUTNA CARETAKER CABIN	240	100.00	240
10	2	EKLUTNA RIVER	1002003272	EKLUTNA RANGER STN OFFICE	240	100.00	240
10	2	EKLUTNA RIVER	1003001226	EKLUTNA STG BLDG	320	100.00	320
10	2	FAIRBANKS	U100203257	LOG CABIN REGIONAL OFFICE	960	100.00	960
10	2	FAIRBANKS	1003001227	DNR CMPLX STGE POLE SHED	960	100.00	960
10	2	FAIRBANKS	1003001228	DNR COMP SURPLUS WHSE	700	100.00	700
10	2	FAIRBANKS	1003001229	DNR CMPLX STORAGE BARN	960	100.00	960
10	2	FAIRBANKS	1003001230	DNR CMPLX WHSE LEAN-TO	400	100.00	400
10	2	FAIRBANKS	1003001231	DNR CMPLX FUEL HOUSE	40	100.00	40
10	2	FAIRBANKS	1003001232	DNR CMPLX PAINT HOUSE	280	100.00	280
10	2	FINGER LAKE	U100203261	D V LATRINE	161	100.00	161
10	2	FINGER LAKE	U100203262	PIT LATRINE (2)	25	100.00	25
10	2	FORT ABERCROMBIE	U100203374	WEATHER PORT-FT ABERCROMB	180	100.00	180
10	2	FORT ABERCROMBIE	1002000379	RANGER STATION	1,848	100.00	1,848
10	2	FORT ABERCROMBIE	1002001170	VOLUNTEER CABIN	320	100.00	320
10	2	FORT ABERCROMBIE	1002001171	ROM TECH OUTHOUSE #1	42	100.00	42
10	2	FORT ABERCROMBIE	1002001173	ROM TECH OUTHOUSE #2	42	100.00	42
10	2	GLENNALLEN	U100203258	LOG CABIN	144	100.00	144
10	2	GLENNALLEN	U100203302	LOG CABIN VISITOR CENTER	900	100.00	900
10	2	HAINES	U100200268	MOBIL SHOP	500	100.00	500
10	2	HAINES	U100203341	PIT LATRINES (2)PORT COVE	100	100.00	100
10	2	HAINES	U100203342	LATRINES PIT AK BALD EAGL	64	100.00	64
10	2	HAINES	U100203343	PIT LATRINES (2)MOSQ LK	64	100.00	64
10	2	HAINES	U100203367	CHILKAT PICNIC SHELTER	600	100.00	600
10	2	HAINES	U100203368	CHILKOOT PICNIC SHELTER	400	100.00	400
10	2	HAINES	U100203395	OFFICE BLDG	853	100.00	853
10	2	HAINES	1002000269	MAINTENANCE SHOP	600	100.00	600
10	2	HAINES	1002000422	LOG RANGER STN-CHILKAT SP	1,600	100.00	1,600
10	2	HAINES	1002000424	LOG RANGER STATION	224	100.00	224
10	2	HAINES	1002000425	MAINTENANCE SHOP PORT CV	600	100.00	600
10	2	HAINES	1002000977	LATRINES CHILKOOT LK.-SRS	150	100.00	150
10	2	HAINES	1002000978	LATRINES CHILKAT SP 6 PIT	150	100.00	150
10	2	HALIBUT COVE	U100203243	HALIBUT COVE RANGER STA	576	100.00	576
10	2	HALIBUT COVE	1002000905	PUC#1 HALIBUT COVE VIEW	320	100.00	320
10	2	HALIBUT COVE	1002000912	PUC#2 HALIBUT COVE EAST	320	100.00	320
10	2	HALIBUT COVE	1002000915	PUC#3 HALIBUT COVE WEST	320	100.00	320
10	2	HALIBUT COVE	1002001086	HALIBUT COVE DOCK	600	100.00	600
10	2	HARDING LAKE	1002000901	SS TOILET (DOUBLE)	120	100.00	120
10	2	HARDING LAKE	1002001058	SS TOILET (DOUBLE)	120	100.00	120
10	2	HARDING LAKE	1003001234	HARDING LAKE GARAGE	800	100.00	800
10	2	HARDING LAKE	1003001235	HARDING LAKE OFF/RNGR STA	1,200	100.00	1,200
10	2	HARDING LAKE	1003001236	SS TOILETS (DOUBLE)	120	100.00	120
10	2	HOMER	1002000035	HOMER RANGER STATION	960	100.00	960
10	2	HOMER	1002000349	KACHEMAK BAY STG SHED	320	100.00	320
10	2	HOMER	1002000408	S V LATRINES (3) THUMB CV	390	100.00	390
10	2	INDEPENDENCE MINE	U100203242	HISTORICAL MINE BLDGS	5,112	100.00	5,112
10	2	INDEPENDENCE MINE	U100203260	COMMISSARY- IMSHP	3,000	100.00	3,000
10	2	INDEPENDENCE MINE	U100203261	HISTORICAL MINE BUILDING	1,500	100.00	1,500
10	2	INDEPENDENCE MINE	U100203262	WAREHOUSE - IMSHP	4,000	100.00	4,000
10	2	INDEPENDENCE MINE	U100203280	SV LATRINE GOLD MINT TR	154	100.00	154
10	2	INDEPENDENCE MINE	1002000352	HIST MINE BLDG OFFICE	1,500	100.00	1,500
10	2	INDEPENDENCE MINE	1002000463	VISITOR CENTER	2,784	100.00	2,784
10	2	INDEPENDENCE MINE	1002000464	MUSEUM (ASSAY HOUSE)	1,980	100.00	1,980
10	2	INDEPENDENCE MINE	1002001035	D/V LATRINE IMSHP	161	100.00	161
10	2	INDEPENDENCE MINE	1002001039	GENERATOR BUILDING	168	100.00	168
10	2	JUNEAU	U100203263	SEYMOUR CABIN	200	100.00	200
10	2	JUNEAU	1002000479	WICKERSHAM MUSEUM	3,610	100.00	3,610
10	2	JUNEAU	1002000979	GRUENING HOUSE 2 STORY CA	1,800	100.00	1,800
10	2	KACHEMAK BAY	U100203334	SP & WP (5 PIT)	300	100.00	300
10	2	KACHEMAK BAY	1002001188	REC CABIN-LITTLE TUTKA BY	504	100.00	504
10	2	KACHEMAK BAY	1002001189	KACHEMAK BAY SMP LATR #1	64	100.00	64
10	2	KACHEMAK BAY	1002001190	CHINA POOT LAKE CABIM	320	100.00	320
10	2	KACHEMAK BAY	1002001194	KACHEMAK BAY SMP LATR #2	64	100.00	64
10	2	KASILOF	U100203328	D V LATRINE	161	100.00	161
10	2	KASILOF	U100203332	DV LATRINES(4) SV (1)	600	100.00	600
10	2	KASILOF	U100203333	D V LATRINES (2)	300	100.00	300
10	2	KASILOF	1002000916	RANGER STA JOHNSON LAKE	480	100.00	480
10	2	KASILOF	1002001032	CABIN - JOHNSON LAKE	500	100.00	500
10	2	KASILOF	1002001040	JOHNSON LAKE STG SHED	320	100.00	320
10	2	KENAI	U100203266	FUNNY RIVER CABIN	250	100.00	250
10	2	KENAI	U100203317	D V LATRINE BINGS LDG SRS	161	100.00	161

11	1	NOME	1101000684	BUNKHSE/WRHSE	2,880	100.00	2,880
11	1	PALMER	L110105065	L OFFICE L# 2300 A D	2,792	100.00	2,792
11	1	PETERSBURG	L110105066	L OFFICE & WHSE 1673A	8,708	100.00	8,708
11	1	SANDPOINT	MO00000776	HEADQUARTERS-F/G	2,400	100.00	2,400
11	1	SANDPOINT	1101000777	WHSE	5,000	100.00	5,000
11	1	SITKA	L110105067	L WHSE L#2215	2,510	100.00	2,510
11	1	SITKA	MO00000823	COURT & OFFICE BLDG	24,400	18.20	4,441
11	1	TOK	1101000880	GARAGE	648	100.00	648
11	1	TOK	1101000881	STORAGE	100	100.00	100
11	1	TOK	1101000882	OFFICE/QUARTERS	1,800	100.00	1,800
11	1	UNALAKLEET	1101000917	WAREHOUSE	640	100.00	640
11	1	UNALAKLEET	1101000921	BUNKHOUSE	1,355	100.00	1,355
	1 Total						328,405
11	2	ALEKHAGIK	1109001001	CABIN	540	100.00	540
11	2	ALEKHAGIK	1109001002	FUEL SHED	390	100.00	390
11	2	ALEKHAGIK	1109001005	TOOL SHED	300	100.00	300
11	2	ALEKHAGIK	1109001006	BUNKHOUSE	480	100.00	480
11	2	ANCHOR RIVER	1109000018	CABIN	220	100.00	220
11	2	ANCHOR RIVER	1109000019	CABIN	504	97.03	489
11	2	BETHEL	1109000071	STORAGE	1,152	100.00	1,152
11	2	BETHEL	1109000072	STORAGE	288	100.00	288
11	2	BETHEL	1109000073	STORAGE	1,296	100.00	1,296
11	2	BETHEL	1109000074	STORAGE SHED	288	100.00	288
11	2	BETHEL	1109000111	STORAGE SHED	192	100.00	192
11	2	BETHEL	1109000121	STORAGE VAN	192	100.00	192
11	2	BLACK RIVER	1109000137	CABIN	96	100.00	96
11	2	CHIGNIK LAGOON	1102000787	STORAGE BLDG	720	100.00	720
11	2	CHIGNIK LAGOON	1102000809	GENERATOR SHED	300	100.00	300
11	2	CHIGNIK LAGOON	1109000096	CABIN	600	100.00	600
11	2	CHIGNIK LAGOON	1109000178	DORMITORY	720	100.00	720
11	2	CHIGNIK LAGOON	1109000179	STORAGE	160	100.00	160
11	2	CHIGNIK LAGOON	1109000380	CABIN	600	100.00	600
11	2	CHIGNIK LAGOON	1109001027	OFFICE HOUSING	2,200	100.00	2,200
11	2	CHILKAT RIVER	1109000180	CABIN	120	100.00	120
11	2	CHILKOOT RIVER	1109001037	FIELD CABIN	224	100.00	224
11	2	COGHILL LAKE	1109000195	CABIN	200	100.00	200
11	2	COGHILL LAKE	1109001151	CABIN	300	100.00	300
11	2	COLD BAY	1102000810	HOUSING	2,392	100.00	2,392
11	2	COLD BAY	1102000814	HOUSING TRLR	1,000	100.00	1,000
11	2	CORDOVA	1109001038	ATCO BUNKHOUSE	500	100.00	500
11	2	CORDOVA	1109001041	BOAT SHED	1,200	100.00	1,200
11	2	DESHKA RIVER	1109000255	CABIN	120	100.00	120
11	2	DESHKA RIVER	1109000256	CABIN	120	100.00	120
11	2	DESHKA RIVER	1109000257	CABIN	480	100.00	480
11	2	DILLINGHAM	1102000901	NUYAKUK CABIN	360	100.00	360
11	2	DILLINGHAM	1102000902	NUYAKUK STORAGE	80	100.00	80
11	2	DILLINGHAM	1109000563	STORAGE SHED	216	100.00	216
11	2	DILLINGHAM	1109000585	STORAGE SHED	120	100.00	120
11	2	DILLINGHAM	1109000613	FUEL STG	600	100.00	600
11	2	DOUGLAS	L110905056	L OFFICE	2,124	100.00	2,124
11	2	DOUGLAS	MO00000273	ISLAND CTR BLDG	40,778	66.10	26,954
11	2	DUTCH HARBOR	1102000868	BUNKHOUSE	1,600	100.00	1,600
11	2	DUTCH HARBOR	1102000871	BUNKHOUSE	2,800	100.00	2,800
11	2	DUTCH HARBOR	1109000694	STORAGE	1,200	100.00	1,200
11	2	EGEGIK RIVER	1109000288	QUARTERS/STORAGE	288	100.00	288
11	2	EGEGIK	1109000289	CABIN	384	100.00	384
11	2	EMMONAK	L110205058	EMMONAK FACILITY	1,440	100.00	1,440
11	2	ESHAMY BAY	1109000318	CABIN	180	100.00	180
11	2	ESHAMY BAY	1109000319	CABIN	120	100.00	120
11	2	FOGGY BAY	1109000378	CABIN	180	100.00	180
11	2	FRAZER LAKE	1109000391	CABIN	800	100.00	800
11	2	FRAZER LAKE	1109000392	CABIN	100	100.00	100
11	2	HOMER	1109000440	STORAGE	108	100.00	108
11	2	HOMER	1109000441	STRGE/FREEZER	216	100.00	216
11	2	HOMER	1109000442	STORAGE	288	100.00	288
11	2	HOMER	1109000443	STORAGE	108	100.00	108
11	2	HOMER	1109000444	STORAGE	160	100.00	160
11	2	HOOD BAY	1109000448	CABIN	120	100.00	120
11	2	IGUIGIG	1109001080	CABIN/OFFICE	1,200	100.00	1,200
11	2	IGUIGIG	1109001081	GARAGE/SHOP	1,000	100.00	1,000
11	2	IGUIGIG	1109001082	STORAGE	128	100.00	128
11	2	IGUSHIK RIVER	1109000459	CABIN	170	100.00	170

10	2	NINILCHIK	1002000664	RANGER STATION NINILCHIK	706	100.00	706
10	2	RAVEN CREEK	U100203274	LOG CABIN	100	100.00	100
10	2	RED SHIRT LAKE	1002001012	PUBLIC USE CABIN #1	400	100.00	400
10	2	RED SHIRT LAKE	1002001013	PUBLIC USE CABIN #2	240	100.00	240
10	2	RED SHIRT LAKE	1002001014	PUBLIC USE CABIN #3	300	100.00	300
10	2	RED SHIRT LAKE	1002001015	PUBLIC USE CABIN #4	300	100.00	300
10	2	SEWARD	U100203370	PIT LATRINE (4) CAINES HD	90	100.00	90
10	2	SEWARD	U100203387	PICNIC SHELTER (X3)	320	100.00	320
10	2	SEWARD	1002000099	CAINS HEAD STG SHED	320	100.00	320
10	2	SEWARD	1002000360	CAINES HEAD RANGER STATIO	640	100.00	640
10	2	SEWARD	1002000365	PUC#1 THUMB COVE	320	100.00	320
10	2	SEWARD	1002000366	PUC#2 THUMB COVE	320	100.00	320
10	2	SEWARD	1002000940	PUC DERBY COVE	320	100.00	320
10	2	SHUYAK ISLAND	1002000501	P U C CARRY INLET	240	100.00	240
10	2	SHUYAK ISLAND	1002000816	PANABODE NEKETA BAY	240	100.00	240
10	2	SHUYAK ISLAND	1002000817	PANABODE BIG BAY RANGER S	240	100.00	240
10	2	SHUYAK ISLAND	1002000818	PANABODE CARRY INLET R S	240	100.00	240
10	2	SHUYAK ISLAND	1002000819	PANABODE EAGLES NEST #1	240	100.00	240
10	2	SHUYAK ISLAND	1002000820	PANABODE SALMON COVE #2	240	100.00	240
10	2	SHUYAK ISLAND	1002000821	LATRINE-CAMP LOOP RESTRM	84	100.00	84
10	2	SHUYAK ISLAND	1002000822	LATRINE-PASAGSHAK OUTHS	84	100.00	84
10	2	SHUYAK ISLAND	1002000823	LOG CABIN VISITOR CTR	832	100.00	832
10	2	SITKA	U100203338	DV LATRINE	150	100.00	150
10	2	SITKA	U100203339	LATRINES 1 DV 2 SV	294	100.00	294
10	2	SITKA	U100203340	OLD SITKA SHP LATRINES	182	100.00	182
10	2	SITKA	U100203359	SITKA DISTRICT OFFICE	700	100.00	700
10	2	SITKA	U100203360	WHSE/VIEWING PLATFORM	200	100.00	200
10	2	SITKA	U100203361	PICNIC SHELTERS (5) P PK	170	100.00	170
10	2	SITKA	U100203362	PICNIC SHELTER LARGE P PK	750	100.00	750
10	2	SITKA	U100203363	PICNIC SHELTERS HPR N & S	400	100.00	400
10	2	SITKA	U100203364	PICNIC SHELTER LARGE HPR	1,200	100.00	1,200
10	2	SITKA	1002001045	SALMON HOUSE (CARETAKERS)	575	100.00	575
10	2	SITKA	1002001059	HALIBUT POINT HOST CABIN	528	100.00	528
10	2	SITKA	1002001060	HALIBUT PT RANGER STATION	204	100.00	204
10	2	SOLDOTNA	U100203383	VOLUNTEER HOUSING TRAILER	720	100.00	720
10	2	TAZLINA	1002000185	MOBILE HOME OFFICE	900	100.00	900
10	2	TOK	U100203353	MOON LAKE LATRINE(1)	120	100.00	120
10	2	TOK	U100203354	EAGLE TRAIL LATRINES (2)	120	100.00	120
10	2	TOK	1002000361	STORAGE TRAILER	160	100.00	160
10	2	TOK	1002000362	OFFICE	320	100.00	320
10	2	TOK	1002000431	GARAGE	576	100.00	576
10	2	TUTKA LAGOON	1002001110	P U C TUTKA	320	100.00	320
10	2	TURNAGAIN ARM	U100203246	PICNIC SHELTER BIRD CREEK	400	100.00	400
10	2	TURNAGAIN ARM	U100203278	LATRINE MCHUGH CREEK	161	100.00	161
10	2	TURNAGAIN ARM	U100203279	LATRINE BIRD CREEK	161	100.00	161
10	2	TURNAGAIN ARM	1002000320	INTERPRETIVE KIOSK BELUGA	10	100.00	10
10	2	TURNAGAIN ARM	1002000321	LATRINE-MCHUGH CREEK #1	161	100.00	161
10	2	TURNAGAIN ARM	1002000322	LATRINE-MCHUGH CREEK #2	161	100.00	161
10	2	TURNAGAIN ARM	1002000323	LATRINE-BIRD CREEK #1	161	100.00	161
10	2	TURNAGAIN ARM	1002000324	LATRINE-BIRD CREEK #2	161	100.00	161
10	2	TWIN BEARS	U100203238	STAFF CABIN	120	100.00	120
10	2	TWIN BEARS	U100203248	STORAGE CABIN	120	100.00	120
10	2	TWIN BEARS	U100203357	STAFF CABIN	120	100.00	120
10	2	TWIN BEARS	U100203358	STAFF CABIN	120	100.00	120
10	2	TWIN BEARS	U100203391	STAFF CABIN	120	100.00	120
10	2	TWIN BEARS	U100203592	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	U100203593	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	U100203594	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	U100203595	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	U100203596	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	U100203597	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	U100203598	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	U100203599	BUNKHOUSE	224	100.00	224
10	2	TWIN BEARS	1002000358	LEE LODGE	120	100.00	120
10	2	TWIN BEARS	1002000369	GENERATOR HOUSE	80	100.00	80
10	2	TWIN BEARS	1002000370	TOOL SHED	120	100.00	120
10	2	TWIN BEARS	1002000371	SHOWER/LAUNDRY	240	100.00	240
10	2	TWIN BEARS	1002000374	SHOWER/PANTRY	240	100.00	240
10	2	TWIN BEARS	1002000903	WELLHOUSE(TWIN BEARS)	64	100.00	64
10	2	VALDEZ	1002001085	PUC SHOUP BAY	320	100.00	320
10	2	WASILLA/FINGER LAKE	1002000654	HANSEN HOUSE STAFF HOUSNG	1,800	100.00	1,800
10	2	WASILLA/FINGER LAKE	1002001028	OFFICE	2,000	100.00	2,000

11	6	FAIRBANKS	1106000876	OUTDOOR TOILET	120	100.00	120
11	6	FAIRBANKS	1108000775	FARMHOUSE	1,456	100.00	1,456
11	6	FORT YUKON	MO00000218	COMBINED FACILITY	3,472	21.00	729
11	6	GLENNALLEN	MO00000407	HOUSE/STORAGE	1,140	50.00	570
11	6	GLENNALLEN	MO00000410	PORT. QUARTERS	168	50.00	84
11	6	GLENNALLEN	MO00000411	STORAGE	768	40.00	307
11	6	GLENNALLEN	MO00000412	OFC/QUARTERS	3,500	30.00	1,050
11	6	GUT ISLAND	1108000420	CABIN	240	100.00	240
11	6	HAINES	1108001079	OFFICE/STORAGE	1,600	100.00	1,600
11	6	KAKWAN POINT	1108000502	CABIN	240	100.00	240
11	6	KODIAK (CITY)	L110805062	KODIAK RANDOLF WHS	3,798	100.00	3,798
11	6	KUZITRIN	1108001089	CABIN	192	100.00	192
11	6	MCGRATH	1106000898	COLD STORAGE	500	100.00	500
11	6	NOME	1106000899	COLD STORAGE	1,500	100.00	1,500
11	6	TOK	1108001136	BUNK HOUSE/STORAGE	1,152	100.00	1,152
	6 Total						20,194
11	7	CHITINA	1106001177	BUNKHOUSE TRLR	600	100.00	600
11	7	CHITINA	1106001179	PERMIT OFFICE	360	100.00	360
11	7	COOPER LANDING	1107000196	CABIN	170	100.00	170
11	7	CRYSTAL LAKE	1109000238	FREEZER UNIT	144	100.00	144
11	7	CRYSTAL LAKE	1109000239	HATCHERY PUMP	144	100.00	144
11	7	CRYSTAL LAKE	1109000240	INCUBATION BLDG	800	100.00	800
11	7	CRYSTAL LAKE	1109000241	OFFICE	240	100.00	240
11	7	CRYSTAL LAKE	1109000242	MECHANICAL BLDG	9,234	100.00	9,234
11	7	CRYSTAL LAKE	1109000243	HATCHERY BLDG	5,376	100.00	5,376
11	7	CRYSTAL LAKE	1109000244	MOBILE OFF. BDLG	1,440	100.00	1,440
11	7	CRYSTAL LAKE	1109000545	STORAGE SHED	160	100.00	160
11	7	CRYSTAL LAKE	1109000547	TAGGING BLDG	200	100.00	200
11	7	CRYSTAL LAKE	1109000605	CRYSTAL LAKE HOUSING	1,404	100.00	1,404
11	7	CRYSTAL LAKE	1109000843	REARING SHELTER	2,912	100.00	2,912
11	7	CRYSTAL LAKE	1109001048	HOUSING UNIT #603	1,400	100.00	1,400
11	7	CRYSTAL LAKE	1109001049	HOUSING UNIT #605	1,750	100.00	1,750
11	7	CRYSTAL LAKE	1109001050	INSOLATION MODULES	896	100.00	896
11	7	CRYSTAL LAKE	1109001051	SPAWNING BLDG	700	100.00	700
11	7	DELTA JUNCTION	1106001180	DELTA JUNCTION WAREHOUSE	1,008	50.00	504
11	7	DELTA JUNCTION	1109000250	MATERIAL STORAGE	840	50.00	420
11	7	ELMENDORF AFB	1107000312	EMPLOYEE HOUSING	1,420	100.00	1,420
11	7	ELMENDORF AFB	1107000313	EMPLOYEE HOUSING	1,420	100.00	1,420
11	7	ELMENDORF AFB	1107000728	AERATION SUMP BLDG	940	100.00	940
11	7	ELMENDORF AFB	1107000729	FEED BLDG	140	100.00	140
11	7	ELMENDORF AFB	1107000730	INTAKE BLDG	840	100.00	840
11	7	ELMENDORF AFB	1107000741	OPERATIONS/INCUBATION	1,450	100.00	1,450
11	7	ELMENDORF AFB	1107000742	SHOP/STORAGE	2,840	100.00	2,840
11	7	FORT RICHARDSON	1107000384	WATER HEATING BLD	1,360	100.00	1,360
11	7	FORT RICHARDSON	1107000802	AERATION BLDG	700	100.00	700
11	7	FORT RICHARDSON	1107000803	BROOD STOCK BLDG	320	100.00	320
11	7	FORT RICHARDSON	1107000852	BROODSTOCK CENTER	2,000	100.00	2,000
11	7	FORT RICHARDSON	1107000958	HATCHERY OFF/STORAGE	1,512	100.00	1,512
11	7	FORT RICHARDSON	1107001068	HOUSING #688	1,300	100.00	1,300
11	7	FORT RICHARDSON	1107001069	HOUSING #689	1,300	100.00	1,300
11	7	FORT RICHARDSON	1107001070	HOUSING #690	1,300	100.00	1,300
11	7	FORT RICHARDSON	1107001071	HV SWITCHGEAR BLDG	160	100.00	160
11	7	FORT RICHARDSON	1107001072	OXYGEN GENERATION	320	100.00	320
11	7	FORT RICHARDSON	1107001073	SECONDARY SWITCH	200	100.00	200
11	7	FORT RICHARDSON	1107001074	SHOP/STORAGE	4,320	100.00	4,320
11	7	FORT RICHARDSON	1107001075	STANDBY GENERATOR	160	100.00	160
11	7	FORT RICHARDSON	1107001076	VISITOR CENTER	2,000	100.00	2,000
11	7	FORT RICHARDSON	1107001077	WELL FIELD/HOUSE	320	100.00	320
11	7	FORT RICHARDSON	1107001078	WELL HOUSE #9	100	100.00	100
11	7	FORT RICHARDSON	1107001115	HATCHERY/ INCUBATION BLD	23,000	100.00	23,000
11	7	GLENNALLEN	MO00000407	HOUSE/STORAGE	1,140	50.00	570
11	7	GLENNALLEN	MO00000410	PORT. QUARTERS	168	50.00	84
11	7	GLENNALLEN	MO00000411	STORAGE	768	40.00	307
11	7	GLENNALLEN	MO00000412	OFC/QUARTERS	3,500	30.00	1,050
11	7	GLENNALLEN	1107000877	BUNKHOUSE TRLR	1,000	100.00	1,000
11	7	GLENNALLEN	1107000889	COLD STORAGE	2,618	100.00	2,618
11	7	GLENNALLEN	1107000890	COLD STORAGE	2,400	100.00	2,400
11	7	GLENNALLEN	1107000891	WARM STORAGE	1,200	100.00	1,200
11	7	HARDING LAKE	1107000691	HOUSE	1,200	100.00	1,200
11	7	WILLOW	1107001125	CONCESSION STAND/STORE	576	100.00	576
11	7	WILLOW	1107001126	CARETAKER HOUSE	952	100.00	952
	7 Total						90,233

10	5	FAIRBANKS	L100505118	L OFFICE DGGS 2311AB	11,530	100.00	11,530
10	5	FAIRBANKS	L100505119	L WHSE DGGS 2319	8,324	100.00	8,324
	5 Total						28,634
10	6	BETHEL	U100603396	RECORDERS OFFICE	300	100.00	300
10	6	FAIRBANKS	L100605117	FBX RECORDER L# 2366	3,600	100.00	3,600
10	6	HOMER	U100603398	RECORDER'S OFFICE	572	100.00	572
10	6	KENAI	U100603397	RECORDER'S OFFICE	1,278	100.00	1,278
10	6	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	5.00	3,730
10	6	NOME	MO00000673	OLD FEDERAL OFFICE BLDG	16,600	6.00	996
10	6	PALMER	U100603399	RECORDER'S OFFICE	1,595	100.00	1,595
10	6	SITKA	U100603400	RECORDER'S OFFICE	860	100.00	860
	6 Total						12,931
10	8	PALMER	L100805167	L OFFICE L# 2328 AGRI	4,472	100.00	4,472
10	8	PALMER	U100803209	MILK HOUSE PMC SEED STG	2,100	100.00	2,100
10	8	PALMER	U100803210	GRANNARY PMC CHEM STG	700	100.00	700
10	8	PALMER	U100803211	GREENHOUSE COMPLEX PMC(3)	7,500	100.00	7,500
10	8	PALMER	U100803584	QUARTERS OLD OFF PMC	594	100.00	594
10	8	PALMER	1008000699	GARAGE/BARN-PMC	6,324	100.00	6,324
10	8	PALMER	1008000706	SEED BLDG -PMC	2,480	100.00	2,480
10	8	PALMER	1008000708	SEED HOUSE - PMC	3,200	100.00	3,200
10	8	PALMER	1008000709	OFFICE -PMC	3,120	100.00	3,120
10	8	PALMER	1008000710	PLANT QUARANTINE- PMC	2,704	100.00	2,704
	8 Total						33,194
10	10	ICY BAY	U100303220	CTA-ATCO TRLR MENTAL HTLU	80	100.00	80
10	10	ICY BAY	U100303221	CTA CABIN MENTAL HEAL TLU	256	100.00	256
10	10	ICY BAY	U100303222	CTA MOBILE HOME MEN HTLU	980	100.00	980
10	10	ICY BAY	U100303223	CTA SHOP MENTAL HEALT TLU	900	100.00	900
10	10	ICY BAY	U100303224	CTA GEN SHED MENTAL HTLU	192	100.00	192
	10 Total						2,408
10	13	ANCHORAGE	L100005116	PIPELINE OFF L 2318 A/B	18,125	100.00	18,125
	13 Total						18,125
10 Total							529,332
11	1	ANCHORAGE	L110105038	L OFFICE L#2239B	5,942	100.00	5,942
11	1	ANCHORAGE	L110105049	L OFFICE & WHSE 1511	61,867	100.00	61,867
11	1	BETHEL	L110105050	L OFFICE 2232	2,570	100.00	2,570
11	1	BETHEL	1101000665	EMPLOYEE HOUSING	2,114	100.00	2,114
11	1	BETHEL	1101000685	EMPLOYEE HOUSING	2,114	100.00	2,114
11	1	COLD BAY	1101000197	F/G HDQTRS	1,600	100.00	1,600
11	1	COLD BAY	1101000204	LIVING QUARTERS	1,820	100.00	1,820
11	1	CORDOVA	MO00000225	WAREHOUSE	5,000	50.00	2,500
11	1	CORDOVA	1101000226	F/G HEADQTRS	3,920	100.00	3,920
11	1	CORDOVA	1101000230	ADF&G BUNKHOUSE	1,920	100.00	1,920
11	1	CORDOVA	1101000231	STORAGE	160	100.00	160
11	1	DILLINGHAM	1101000263	WAREHOUSE	2,800	100.00	2,800
11	1	DILLINGHAM	1101000264	OFFICE/STRGE	3,200	100.00	3,200
11	1	DILLINGHAM	1101000265	BUNKHOUSE	1,360	100.00	1,360
11	1	DILLINGHAM	1101000266	STORAGE	532	100.00	532
11	1	DILLINGHAM	1101000549	ASHA OFFICE	4,234	100.00	4,234
11	1	FAIRBANKS	1101000007	FBX BARN	11,200	100.00	11,200
11	1	FAIRBANKS	1101000028	FOREMANS HOUSE	900	100.00	900
11	1	FAIRBANKS	1101000350	F/G HDQTRS	27,727	100.00	27,727
11	1	FAIRBANKS	1101000351	F/G WHSE	2,400	100.00	2,400
11	1	FAIRBANKS	1101000376	STORAGE	3,000	100.00	3,000
11	1	HOMER	L110105053	L OFFICE & WHSE 2054	23,460	100.00	23,460
11	1	JUNEAU	L110105055	L OFFICE 1444	38,760	100.00	38,760
11	1	KENAI	L110105058	L OFFWHSELABHOUSE 2384ABC	34,153	100.00	34,153
11	1	KETCHIKAN	L110105059	L OFFICE 2247A	5,293	100.00	5,293
11	1	KETCHIKAN	L110105060	L WHSE L#2229	2,800	100.00	2,800
11	1	KING SALMON	MO00000540	HEADQUARTERS/F-G	3,600	60.00	2,160
11	1	KING SALMON	MO00000543	WHSE/SHOP-F-G	4,800	100.00	4,800
11	1	KING SALMON	1101000541	DORMITORY	4,100	100.00	4,100
11	1	KING SALMON	1101000542	FUEL STGE-F-G	200	100.00	200
11	1	KING SALMON	1101000544	QUARTERS	2,232	100.00	2,232
11	1	KING SALMON	1101000546	QUARTERS	1,440	100.00	1,440
11	1	KING SALMON	1101000548	CABIN	192	100.00	192
11	1	KING SALMON	1101000550	GENERATOR BLDG	64	100.00	64
11	1	KODIAK (CITY)	L110105048	KODIAK OFF DEVIL CR.LEASE	6,728	100.00	6,728
11	1	KODIAK (CITY)	1101000571	REGIONAL OFC BLDG	10,400	100.00	10,400
11	1	KOTZEBUE	L110105064	L OFFICE & WHSE L# 2193	2,955	100.00	2,955
11	1	MCGRATH	1101000616	LIVING QUARTERS	2,384	100.00	2,384
11	1	NOME	MO00000673	OLD FEDERAL OFFICE BLDG	16,600	55.00	9,130

12	3	KOTZEBUE	1203000589	CAP HANGAR	3,600	100.00	3,600
12	3	KOTZEBUE	1203001146	DAHL CREEK CABIN	320	100.00	320
12	3	LAKE HOOD	1203000601	HANGER	3,000	100.00	3,000
12	3	LAKE HOOD	1203000633	CAP MAINTENANCE HANGAR	12,760	100.00	12,760
12	3	MCGRATH	1203000618	STORAGE	800	100.00	800
12	3	NINILCHIK	1203000666	STORAGE	864	100.00	864
12	3	PORT MOLLER	1203000482	STORAGE	540	100.00	540
12	3	SANDY RIVER	1203001144	PUMICE CREEK CABIN	540	100.00	540
12	3	SANDY RIVER	1203001145	SANDY RIVER CABIN	320	100.00	320
12	3	SOLDOTNA	L120305145	L OFFICE FWP 2356	5,300	100.00	5,300
12	3	SOLDOTNA	1203001150	KUSTATAN RIVER CABIN	216	100.00	216
	3 Total						99,731
12 Total							304,753
18	0	ANCHORAGE	L180005039	L OFFICE 2401A	29,930	100.00	29,930
18	0	ANCHORAGE	L180005040	L OFFICE 2401B	4,509	100.00	4,509
18	0	ANCHORAGE	L180005078	L OFFICE/STG L 2408	5,273	100.00	5,273
18	0	ANCHORAGE	U180005192	L STG	940	100.00	940
18	0	BETHEL	U180005193	L OFFICE	640	100.00	640
18	0	CORDOVA	U180005194	L OFFICE	492	100.00	492
18	0	DEADHORSE	U180005195	L OFFICE	300	100.00	300
18	0	FAIRBANKS	L180005041	L OFFICE L# 2392A&B&C&D	15,623	100.00	15,623
18	0	JUNEAU	L180005044	L OFFICE 2131AB	48,691	100.00	48,691
18	0	JUNEAU	L180005045	L LAB 2139	10,900	100.00	10,900
18	0	JUNEAU	U180005197	L STORAGE	300	100.00	300
18	0	KETCHIKAN	U180005198	L OFFICE	1,800	100.00	1,800
18	0	KETCHIKAN	U180005199	L STORAGE	150	100.00	150
18	0	NORTH POLE	U180005201	L STORAGE	390	100.00	390
18	0	PALMER	L180005046	L OFFICE 2359	9,252	100.00	9,252
18	0	SITKA	U180005202	L OFFICE	1,300	100.00	1,300
18	0	SITKA	U180005203	L STORAGE	200	100.00	200
18	0	SOLDOTNA	L180005152	L OFFICE 2346	5,835	100.00	5,835
18	0	UNALASKA	U180005205	L OFFICE	625	100.00	625
18	0	VALDEZ	MO00000922	COURT/OFC BLDG	16,324	12.88	2,103
18	0	WASILLA/FINGER LAKE	L180005094	L OFFICE	3,041	100.00	3,041
18 Total							142,294
20	0	ANCHORAGE	L200005091	L OFFICE L 2413	2,554	100.00	2,554
20	0	ANCHORAGE	L200005112	L OFFICE L# 2396	23,546	100.00	23,546
20	0	ANCHORAGE	MO00000027	COURT OFFICE BDLG	237,551	1.00	2,376
20	0	DOUGLAS	MO00000273	ISLAND CTR BLDG	40,778	33.90	13,824
20	0	FAIRBANKS	L200005022	L OFFICE 2086	5,145	100.00	5,145
20	0	JUNEAU	MO00000009	COURT PLAZA & PARKING	51,047	5.70	2,910
20	0	JUNEAU	MO00000494	DIMOND COURT HOUSE BLDG	79,116	3.10	2,453
20	0	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	2.00	1,492
20	0	PALMER	L200005024	L OFFICE 2404	2,500	100.00	2,500
20	0	SITKA	MO00000823	COURT & OFFICE BLDG	24,400	1.57	383
	0 Total						199,477
20	1	KENAI	2001000141	MAINT BLDG #55	16,087	100.00	16,087
20	1	KENAI	2001000142	CLINIC BLDG 3 15	6,428	100.00	6,428
20	1	KENAI	2001000143	THEATER/STG BLD # 14	6,428	100.00	6,428
20	1	KENAI	2001000144	PUMPHOUSE BLDG # 3	901	100.00	901
20	1	KENAI	2001000886	WWCC BLDG. 13 - GYMNASIUM	14,680	100.00	14,680
	1 Total						44,524
20	2	KENAI	U200203402	GARAGE STORAGE	528	100.00	528
20	2	KENAI	2002000038	WILDWOOD CC BLDG 1 SEC/TR	3,162	100.00	3,162
20	2	KENAI	2002000039	WWCC BLDG 5 - PRETRIAL	17,260	100.00	17,260
20	2	KENAI	2002000040	WWCC BLDG. 6 - MAINT.	7,742	100.00	7,742
20	2	KENAI	2002000095	WWCC BLDG. 7 - INDUSTRIES	12,720	100.00	12,720
20	2	KENAI	2002000108	WWCC BLDG. 8 - FOOD STRG	6,000	100.00	6,000
20	2	KENAI	2002000188	WWCC BLDG. 10 HOUS/ADMIN	65,138	100.00	65,138
20	2	KENAI	2002000214	WWCC BLDG. 11 COMM.CTR.	10,640	100.00	10,640
20	2	KENAI	2002000495	WWCC BLDG. 12 STG/PRKING	3,020	100.00	3,020
	2 Total						126,210
20	4	PALMER	L200405025	L OFFICE 2043	4,357	100.00	4,357
20	4	PALMER	2004000151	AUTO BODY SHOP	1,440	100.00	1,440
20	4	PALMER	2004000152	GREENHOUSE	8,785	100.00	8,785
20	4	PALMER	2004000253	VISITOR CENTER	3,148	100.00	3,148
20	4	PALMER	2004000423	CHAPEL	840	100.00	840
20	4	PALMER	2004000435	SEWAGE LAGOON SPT BLDG	175	100.00	175
20	4	PALMER	2004000436	STORAGE BLDG	144	100.00	144
20	4	PALMER	2004000437	STORAGE SHED	240	100.00	240

11	2	IGUSHIK RIVER	1109000460	CABIN	200	100.00	200
11	2	INNER CANOE	1109000466	CABIN	80	100.00	80
11	2	JUNEAU	L110905057	L OFFICE 2153A	8,175	100.00	8,175
11	2	JUNEAU	L110905160	L WHSE 2175	2,875	100.00	2,875
11	2	JUNEAU	1109001083	PATHOLOGY LAB	2,000	100.00	2,000
11	2	KENAI	1109000522	CABIN	168	100.00	168
11	2	KENAI	1109001084	TRAILER/MUDROOM	1,100	100.00	1,100
11	2	KENAI	1109001152	MOBILEHOME/WANNIGAN	1,100	100.00	1,100
11	2	KETCHIKAN	L110905061	L OFFICE, LAB, WHSE L2119	2,037	100.00	2,037
11	2	KODIAK (CITY)	2533000572	MAINTENANCE SHOP	5,600	100.00	5,600
11	2	KODIAK (AIRPORT)	1102000892	HANGAR	1,500	100.00	1,500
11	2	LAZY BAY	1109000603	CABIN	80	100.00	80
11	2	MILES LAKE	1109001098	BUNKHOUSE	300	100.00	300
11	2	MILES LAKE	1109001099	MESSHALL	448	100.00	448
11	2	MILES LAKE	1109001100	NORTH SONAR	64	100.00	64
11	2	MILES LAKE	1109001101	SONAR STG	132	100.00	132
11	2	MILES LAKE	1109001102	SOUTH SONAR	128	100.00	128
11	2	NAKNEK	1109001103	CABIN	600	100.00	600
11	2	NAKNEK	1109001104	CABIN	256	100.00	256
11	2	PALMER	1109001105	STORAGE	240	100.00	240
11	2	PORT MOLLER	1109000752	BUNKHOUSE	450	100.00	450
11	2	PORT MOLLER	1109000759	SHED	400	100.00	400
11	2	PORT MOLLER	1109000768	OFFICE	250	100.00	250
11	2	PORT DICK	1109001062	CABIN	192	100.00	192
11	2	REDOUBT LAKE	1109000754	CABIN	144	100.00	144
11	2	SANDY RIVER	1109000779	CABIN	96	100.00	96
11	2	SANDY RIVER	1109000780	CABIN	224	100.00	224
11	2	SAPSUK TOWER	1109000781	CABIN	224	100.00	224
11	2	SEWARD	1102003506	MARICULTURE BUILDING	10,920	100.00	10,920
11	2	SEWARD	1109000804	KITCHEN/DINER	400	100.00	400
11	2	SEWARD	1109000805	FISH TRAP	186	100.00	186
11	2	SEWARD	1109000806	CATCHING SHED	430	100.00	430
11	2	SEWARD	1109000807	SPAWING SHED	108	100.00	108
11	2	SIKUSUILAQ	U110903300	BUNK CABIN	320	100.00	320
11	2	SNETTISHAM	U110203377	DUPLEX QUARTERS	1,440	100.00	1,440
11	2	SNETTISHAM	U110203435	EMPLOYEE HOUSING	1,586	100.00	1,586
11	2	SNETTISHAM	U110203487	EMPLOYEE HOUSING	1,586	100.00	1,586
11	2	SNETTISHAM	U110203493	EMPLOYEE HOUSING	1,586	100.00	1,586
11	2	SNETTISHAM	U110203551	SALMON HATCHERY	10,337	100.00	10,337
11	2	SNETTISHAM	U110203553	BUNKHOUSE	3,136	100.00	3,136
11	2	SNETTISHAM	U110203554	FOOD STORAGE & SHOP	3,400	100.00	3,400
11	2	SNETTISHAM	U110203586	QUANSET STORAGE BLDG	4,000	100.00	4,000
11	2	SNETTISHAM	U110203587	HOUSING	1,488	100.00	1,488
11	2	SNETTISHAM	U110203588	QUONSET STORAGE	1,500	100.00	1,500
11	2	SNETTISHAM	U110203589	SOCKEYE HATCHERY	1,700	100.00	1,700
11	2	STERLING	1109000207	KENAI RIVER CABIN	320	100.00	320
11	2	TOGIAK	1109000874	STORAGE	100	100.00	100
11	2	TOGIAK	1109000875	CABIN	200	100.00	200
11	2	UGASHIK RIVER	1109000906	CABIN	416	100.00	416
11	2	UGASHIK RIVER	1109000907	STORAGE	80	100.00	80
11	2	UNALASKA	L110205051	L OFFICE/WHSE L# 2191 ADE	2,900	100.00	2,900
11	2	WRANGELL	1109001147	SAL BAT BOATHOUSE	576	100.00	576
11	2	YAKUTAT	1102000659	OFFICE	1,200	100.00	1,200
11	2	YAKUTAT	1102000950	NEW OFFICE	1,200	100.00	1,200
11	2	YAKUTAT	1102001131	LIVING QUARTERS	1,200	100.00	1,200
11	2	YAKUTAT	1109001148	BUNKHOUSE	500	100.00	500
11	2	YAKUTAT	1109001149	TRAILER	1,000	100.00	1,000
11	2	YENTNA RIVER	1109001150	CABIN	356	100.00	356
	2 Total						144,157
11	4	PALMER	1104000711	WAREHOUSE	2,200	100.00	2,200
	4 Total						2,200
11	5	JUNEAU	MO00000492	SUBPORT BUILDING	81,800	33.10	27,076
11	5	WRANGELL	1105000946	BOATHOUSE	2,500	100.00	2,500
	5 Total						29,576
11	6	ANCHORAGE	1106000193	CLASSROOM/TRAINING	2,492	100.00	2,492
11	6	ANCHORAGE	1106000194	RANGE OFFICE	900	100.00	900
11	6	ANCHORAGE	1106001132	OLD HOUSE ONLY CONTENTS	900	100.00	900
11	6	CORONATION IS.	1108001155	CABIN	240	100.00	240
11	6	DELTA JUNCTION	1102000857	BUNKHOUSE	200	100.00	200
11	6	DELTA JUNCTION	1106001180	DELTA JUNCTION WAREHOUSE	1,008	50.00	504
11	6	DELTA JUNCTION	1108000551	OFFICE	1,000	100.00	1,000
11	6	DELTA JUNCTION	1109000250	MATERIAL STORAGE	840	50.00	420

	15 Total						25,320
20	16	NOME	2016000205	CLASSROOM	640	100.00	640
20	16	NOME	2016000680	ANVIL MTN. CC MAIN BLDG.	31,335	100.00	31,335
20	16	NOME	2016000894	AMCC UTILITY BLDG.	1,500	100.00	1,500
	16 Total						33,475
20	17	JUNEAU	U201703585	VEHICLE POLE SHED	2,688	100.00	2,688
20	17	JUNEAU	2017000474	LEMON CREEK CC MAIN BLDG	62,934	100.00	62,934
20	17	JUNEAU	2017000477	LCCC ACI BLDG	9,066	100.00	9,066
20	17	JUNEAU	2017000484	LCCC SHOP BUILDING	5,600	100.00	5,600
20	17	JUNEAU	2017000557	GREENHOUSE COMPLEX (2)	1,960	100.00	1,960
20	17	JUNEAU	2017000558	RANGE HOUSE	1,480	100.00	1,480
20	17	JUNEAU	2017000559	ADMIN ADDITION	1,200	100.00	1,200
20	17	JUNEAU	2017000560	REC YARD GUARD TOWER (B)	400	100.00	400
	17 Total						85,328
20	18	KETCHIKAN	2018000527	KETCHIKAN CC MAIN BLDG.	15,167	100.00	15,167
20	18	KETCHIKAN	2018000538	KCC ADMINISTRATIVE ADDIT	1,165	100.00	1,165
	18 Total						16,332
20	19	SEWARD	2019000789	SPRING CREEK CC - APS	87,165	100.00	87,165
20	19	SEWARD	2019000790	SCCC 128 HOUSING UNITS	44,000	100.00	44,000
20	19	SEWARD	2019000791	SCCC 128 HOUSING UNITS	44,000	100.00	44,000
20	19	SEWARD	2019000792	SCCC 64 HOUSING UNITS	18,160	100.00	18,160
20	19	SEWARD	2019000793	SCCC WAREHOUSE	8,568	100.00	8,568
20	19	SEWARD	2019000794	SCCC MOTORPOOL	4,059	100.00	4,059
	19 Total						205,952
20 Total							1,216,780
25	10	JUNEAU	L251005138	L OFFICE 1668	51,429	100.00	51,429
	10 Total						51,429
25	11	ANCHORAGE	800000001	INBOUND GLENN W.S.	285	100.00	285
25	11	ANCHORAGE	800000065	OUT BOUND GLENN W.S.	285	100.00	285
25	11	FAIRBANKS	2511000004	ESTER WEIGH STATION	219	100.00	219
25	11	FAIRBANKS	2511000343	RICH OUT WEIGH STATION	128,000	100.00	128,000
25	11	POTTER	800000743	POTTER WEIGH STATION	480	100.00	480
25	11	STERLING	800000851	STERLING WEIGH STATION	480	100.00	480
25	11	VALDEZ	2511001124	VALDEZ WEIGH STATION	420	100.00	420
25	11	VALDEZ	2523001158	VALDEZ SCALE AREA	230	100.00	230
	11 Total						130,399
25	13	GUSTAVUS	2513000417	CFR BLDG	700	100.00	700
25	13	GUSTAVUS	2513000418	GARAGE	3,900	100.00	3,900
25	13	GUSTAVUS	2513000419	SHOP	2,800	100.00	2,800
25	13	GUSTAVUS	2513000839	UTILITY BUILDING	4,200	100.00	4,200
25	13	HAINES	2513000427	MAIN GARAGE	6,400	100.00	6,400
25	13	HAINES	2513000428	GARAGE/STORAGE	10,200	100.00	10,200
25	13	HAINES	2513000429	COLD STRG BLDG	4,000	100.00	4,000
25	13	HOONAH	2513000452	AIRPORT UTILITY	336	100.00	336
25	13	HYDER	2513000456	SHOP/WAREHOUSE	1,900	100.00	1,900
25	13	JUNEAU	2513000473	UNHEATED STORAGE	5,600	100.00	5,600
25	13	JUNEAU	2513000493	HIGHWAYS COMPLEX	48,100	100.00	48,100
25	13	JUNEAU	2513000840	UTILITY BUILDING	5,037	100.00	5,037
25	13	KETCHIKAN	MO00000526	MAINT SHOP	5,300	69.58	3,688
25	13	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	1.50	1,119
25	13	KETCHIKAN	2513000537	COLD STORAGE	5,000	100.00	5,000
25	13	KLAWOCK	2513000565	MAINTENANCE SHOP	5,000	100.00	5,000
25	13	KLAWOCK	2513000569	STORAGE	2,000	100.00	2,000
25	13	KLAWOCK	2513000570	STORAGE	572	100.00	572
25	13	PETERSBURG	2513000727	MAINTENANCE SHOP	4,500	100.00	4,500
25	13	PETERSBURG	2513000734	STORAGE	480	100.00	480
25	13	PETERSBURG	2513000735	STORAGE BLDG	2,460	100.00	2,460
25	13	SITKA	2513000270	AIRPORT MAINT SHOP	8,000	100.00	8,000
25	13	SITKA	2513000271	AIRPORT ELECT VAULT	400	100.00	400
25	13	SITKA	2513000831	OFC/WHSE/GARAGE	3,100	100.00	3,100
25	13	SKAGWAY	2513000832	GEN BLDG	192	100.00	192
25	13	SKAGWAY	2513000833	COLD STORAGE	2,200	100.00	2,200
25	13	SKAGWAY	2513000835	MAINTENANCE SHOP	4,800	100.00	4,800
25	13	SKAGWAY	2513000836	HWY MAINT SHOP	720	100.00	720
25	13	SKAGWAY	2513000837	AIRPORT TERM.	750	100.00	750
25	13	WRANGELL	2513000947	STORAGE	480	100.00	480
25	13	WRANGELL	2513000948	OFFICE/STORAGE	2,200	100.00	2,200
25	13	WRANGELL	2513000949	SNOW RMVL EQ BLDG	3,600	100.00	3,600
25	13	YAKUTAT	2513000952	SHOP	5,100	100.00	5,100
25	13	YAKUTAT	2513000953	SHOP	3,500	100.00	3,500
25	13	YAKUTAT	2513000954	UTILITY/STORAGE	900	100.00	900

State of Alaska
PROPERTY SCHEDULE
By Dept and Div

11 Total							**614,765**
12	0	ANCHORAGE	L120005123	L OFFICE 1521	10,000	100.00	10,000
12	0	ANCHORAGE	L120005129	SDEU L#2340	13,540	100.00	13,540
12	0	ANCHORAGE	MO00000027	COURT OFFICE BDLG	237,551	4.00	9,502
12	0	ANIAK	1200000126	STORAGE	850	100.00	850
12	0	ANIAK	1200000252	UNIT OF 4 PLEX	1,128	100.00	1,128
12	0	ANIAK	1200000287	OFFICE	1,128	100.00	1,128
12	0	DELTA JUNCTION	MO00000249	COMBINED FACILITY	2,000	17.78	356
12	0	DILLINGHAM	MO00000259	COMBINED FACILITY	2,380	59.00	1,404
12	0	FAIRBANKS	MO00000332	COURT/OFFICE BLDG	80,000	1.48	1,184
12	0	FAIRBANKS	1200000353	P. S. BDLG.	35,352	100.00	35,352
12	0	GLENNALLEN	MO00000412	OFC/QUARTERS	3,500	40.00	1,400
12	0	JUNEAU	MO00000489	PUBLIC SAFETY BLD	19,200	100.00	19,200
12	0	JUNEAU	MO00000494	DIMOND COURT HOUSE BLDG	79,116	2.10	1,661
12	0	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	3.50	2,611
12	0	KOTZEBUE	1200000590	OFFICE/QUARTERS	1,800	100.00	1,800
12	0	MCGRATH	1200000617	ADMIN HOUS #622	2,046	100.00	2,046
12	0	NOME	L120005127	L OFFICE 1680C	2,350	100.00	2,350
12	0	PALMER	L120005128	L OFFICE 2022	9,100	100.00	9,100
12	0	SITKA	1200000822	PUBLIC SAFETY BLD	23,800	100.00	23,800
12	0	SOLDOTNA	MO00000847	P.S. BLDG	10,300	100.00	10,300
12	0	TOK	MO00000129	TOK VIS CENTER	10,900	35.60	3,880
12	0	VALDEZ	MO00000922	COURT/OFC BLDG	16,324	11.81	1,928
12	0	YAKUTAT	1200000951	OFFICE	800	100.00	800
	0 Total						155,320
12	1	ANCHORAGE	1201000077	CRIME DETECTION L	17,000	100.00	17,000
12	1	ANCHORAGE	1201000156	ANCH POST 'B'OFFICE	1,500	100.00	1,500
12	1	ANCHORAGE	1201000286	CRIME LAB EMERG GENERATOR	1,225	100.00	1,225
12	1	ANIAK	1201000100	LIVING QUARTERS	1,128	100.00	1,128
12	1	ANIAK	1201000116	LIVING QUARTERS	1,128	100.00	1,128
12	1	CANTWELL	1201000145	LIVING QUARTERS	1,232	100.00	1,232
12	1	CANTWELL	1201000146	LIVING QUARTERS	1,232	100.00	1,232
12	1	CANTWELL	1201000223	LIVING QUARTERS	1,232	100.00	1,232
12	1	COLD BAY	1201000380	LIVING QUARTERS	1,820	100.00	1,820
12	1	COLDFOOT CAMP	1201000222	HOUSING	1,756	100.00	1,756
12	1	DILLINGHAM	MO00000258	PARKS OFFICE	2,200	50.00	1,100
12	1	DILLINGHAM	1201000260	EMPLOYEE HOUSING	931	100.00	931
12	1	FAIRBANKS	MO00000323	REGIONAL OFC BLDG	88,200	4.50	3,969
12	1	FORT YUKON	MO00000218	COMBINED FACILITY	3,472	16.00	556
12	1	GALENA	1201000415	TROOPER HOUSING	1,104	100.00	1,104
12	1	GALENA	1201000430	LIVING QUARTERS	1,104	100.00	1,104
12	1	GALENA	1201000433	LIVING QUARTERS	1,104	100.00	1,104
12	1	GLENNALLEN	1201000446	STORAGE	1,200	100.00	1,200
12	1	JUNEAU	L120105125	L OFFICE/WHSE L 1677 BCD	3,349	100.00	3,349
12	1	NENANA	1201000660	HOUSING UNIT	1,200	100.00	1,200
12	1	NORTHWAY	1201000690	HOUSING UNIT	1,200	100.00	1,200
12	1	PALMER	L120105024	L STORAGE 2407	2,000	100.00	2,000
12	1	SEVEN MILE CAMP	1201000499	TROOPER HOUSING	1,632	100.00	1,632
	1 Total						49,702
12	3	ANCHORAGE	L120305011	L OFFICE 2397	3,220	100.00	3,220
12	3	ANCHORAGE	1203000783	LAKE HOOD CAP HANGAR	3,000	100.00	3,000
12	3	BETHEL	MO00000113	COMBINED FACILITY	6,000	34.56	2,074
12	3	BETHEL	1203000133	CAP HANGAR	12,000	100.00	12,000
12	3	BIRCHWOOD	1203000134	CAP HANGAR	6,000	100.00	6,000
12	3	CANTWELL	U120303566	DEADMAN LAKE CABIN	144	100.00	144
12	3	COLD BAY	1203000002	LIVING QUARTERS	2,444	100.00	2,444
12	3	COLDFOOT CAMP	1203000221	HANGAR	4,053	100.00	4,053
12	3	CORDOVA	MO00000225	WAREHOUSE	5,000	50.00	2,500
12	3	DESHKA RIVER	1203000934	DESKA RIVER CABIN	192	100.00	192
12	3	FAIRBANKS	1203000346	CAP HANGAR	8,875	100.00	8,875
12	3	FOGGY BAY	1203001064	FOGGY BAY CABIN	442	100.00	442
12	3	GLENNALLEN	MO00000411	STORAGE	768	20.00	154
12	3	JUNEAU	1203000486	CAP HANGAR	6,000	100.00	6,000
12	3	KETCHIKAN	MO00000526	MAINT SHOP	5,300	30.42	1,612
12	3	KING SALMON	MO00000540	HEADQUARTERS/F-G	3,600	40.00	1,440
12	3	KING SALMON	1203000458	OFFICE / BUNKHOUSE	320	100.00	320
12	3	KING SALMON	1203000462	STORAGE	720	100.00	720
12	3	KING SALMON	1203000478	STORAGE	960	100.00	960
12	3	KODIAK (CITY)	L120305126	L OFFICE 2134 A	6,841	100.00	6,841
12	3	KODIAK (CITY)	1203000577	WHRSE	3,380	100.00	3,380
12	3	KODIAK (AIRPORT)	1203000786	KODIAK COMP SQUADRON CAP	5,100	100.00	5,100

25	23	COUNCIL	2523000597	EQUIPMENT STORAGE BLDG	1,296	100.00	1,296
25	23	CRYSTAL LAKE	U252303443	STORAGE BUILDING	140	100.00	140
25	23	DEADHORSE	U252303562	WARM STORAGE	480	100.00	480
25	23	DEADHORSE	2523000246	MAINTENANCE FACILITY	3,200	100.00	3,200
25	23	DEADHORSE	2523000247	WARM STORAGE	2,400	100.00	2,400
25	23	DEADHORSE	2523000248	BUNK/OFFICE	4,840	100.00	4,840
25	23	DEADHORSE	2523000623	APT GEN BLDG	600	100.00	600
25	23	DEADHORSE	2523000900	ARCTIC COIL BLDG	12,000	100.00	12,000
25	23	DEADHORSE	2523001097	FUEL DIST FACILITY	180	100.00	180
25	23	DEERING	U252303472	MAINTENANCE FACILITY	780	100.00	780
25	23	DEERING	2523001165	EQUIPMENT STORAGE	1,760	100.00	1,760
25	23	DELTA JUNCTION	2523000115	WARM STORAGE	2,400	100.00	2,400
25	23	DELTA JUNCTION	2523000254	MAIN GARAGE/POWER	5,876	100.00	5,876
25	23	DELTA JUNCTION	2523000655	STORAGE SHED	48	100.00	48
25	23	DELTA JUNCTION	2523000748	ASPHALT BOILER BLDG	36	100.00	36
25	23	EAGLE	2523000275	SHOP/OFFICE	2,720	100.00	2,720
25	23	EAGLE	2523000756	AIRPORT LIGHTING	96	100.00	96
25	23	ELIM	2523000656	SREB	2,000	100.00	2,000
25	23	EAST FORK	2523000284	MAINT SHOP	2,400	100.00	2,400
25	23	EAST FORK	2523000285	EQUIP STGE	2,400	100.00	2,400
25	23	EMMONAK	2523000920	EQUIPMENT STORAGE	1,600	100.00	1,600
25	23	ERNESTINE	U252303448	BILLY MITCHELL CAMPGROUND	672	100.00	672
25	23	ERNESTINE	U252303449	POWDER HOUSE	144	100.00	144
25	23	ERNESTINE	2523000314	VEHICLE GARAGE	4,800	100.00	4,800
25	23	ERNESTINE	2523000315	SAND STORAGE	5,840	100.00	5,840
25	23	ERNESTINE	2523000316	MAINTENANCE SHOP	3,420	100.00	3,420
25	23	ERNESTINE	2523000317	POWER PLANT	256	100.00	256
25	23	FAIRBANKS	L252305113	L OFFICE L# 2371	14,202	100.00	14,202
25	23	FAIRBANKS	2511000321	FOX WEIGH STATION	480	100.00	480
25	23	FAIRBANKS	2511000344	RICH IN WEIGH STATION	480	100.00	480
25	23	FAIRBANKS	2523000272	ARCHIVES BLD	4,400	100.00	4,400
25	23	FAIRBANKS	2523000274	SEF SHOPS/OFFICE	25,300	100.00	25,300
25	23	FAIRBANKS	2523000322	OFFICE BLDG/HWYS	21,826	100.00	21,826
25	23	FAIRBANKS	2523000324	TECH SVCS OFF BLDG	6,820	100.00	6,820
25	23	FAIRBANKS	2523000325	VEH WARM STGE/BREAK	13,015	100.00	13,015
25	23	FAIRBANKS	2523000326	PARKING GARAGE	115,060	100.00	115,060
25	23	FAIRBANKS	2523000327	PUMP HOUSE HWYS	300	100.00	300
25	23	FAIRBANKS	2523000328	SUPPLY BLDG HWYS	7,215	100.00	7,215
25	23	FAIRBANKS	2523000329	MATERIAL TEST LAB	6,000	100.00	6,000
25	23	FAIRBANKS	2523000330	MAINT BLDG	10,278	100.00	10,278
25	23	FAIRBANKS	2523000401	ASPHALT BOILER BLDG	200	100.00	200
25	23	FAIRBANKS	2523000469	UTILITY SWITCHING BLDG	100	100.00	100
25	23	FAIRBANKS	2523000555	DRILLING SHOP OFFICE	891	100.00	891
25	23	FAIRBANKS	2523000609	STORAGE BLDG (SEF PARTS)	2,228	100.00	2,228
25	23	FAIRBANKS	2523000611	STORAGE BLDG (SUPPLY)	1,120	100.00	1,120
25	23	FAIRBANKS	2523000612	EQUIPMENT SHED (POLE)	4,800	100.00	4,800
25	23	FAIRBANKS	2523000614	EQUIPMENT SHED (POLE)	2,600	100.00	2,600
25	23	FAIRBANKS	2523000657	WARM STG BLDG	4,800	100.00	4,800
25	23	GALENA	2523000397	SAND/STGE	2,160	100.00	2,160
25	23	GALENA	2523000399	WARM STORAGE BLDG	3,200	100.00	3,200
25	23	GALENA	2523000626	OLD SHOP	3,500	100.00	3,500
25	23	GALENA	2523000645	BUTLER BLDG	1,280	100.00	1,280
25	23	GALENA	2523000997	MAINT SHOP	5,400	100.00	5,400
25	23	GAMBELL	U252303473	EQUIPMENT STORAGE BLDG	1,600	100.00	1,600
25	23	GAMBELL	U252303474	MAINTENANCE FACILITY	864	100.00	864
25	23	GAMBELL	2523003479	SREB	2,000	100.00	2,000
25	23	GLENNALLEN	U252503450	COMMUNICATIONS BLDG	120	100.00	120
25	23	GLENNALLEN	U252503451	WATER PLANT	1,200	100.00	1,200
25	23	GOLOVIN	2523000598	EQUIPMENT STORAGE BLDG	2,000	100.00	2,000
25	23	GRAYLING	U252303415	STORAGE SHED	336	100.00	336
25	23	GRAYLING	2523000579	EQUIPMENT STORAGE BLDG	2,000	100.00	2,000
25	23	GULKANA	U252303452	POWER PLANT	630	100.00	630
25	23	GULKANA	U252303453	AIRPORT STAGING	1,000	100.00	1,000
25	23	GULKANA	2523000413	STORAGE BLDG	960	100.00	960
25	23	GULKANA	2523000414	EQUIPMENT GARAGE	1,380	100.00	1,380
25	23	GULKANA	2523000505	EQUIPMRNT SHOP	2,400	100.00	2,400
25	23	HEALY	2523000432	MAINTENANCE SHOP	4,763	100.00	4,763
25	23	HEALY	2523000447	STORAGE BLDG (COLD)	256	100.00	256
25	23	HOLY CROSS	2523000034	EQUIPMENT STORAGE	1,600	100.00	1,600
25	23	HUGHES	2523000454	AIRPORT STORAGE BLDG	1,040	100.00	1,040
25	23	HUGHES	2523000518	AIRPORT ELECTRICAL	96	100.00	96
25	23	HUSLIA	2523000455	APT EQUIP BLDG	1,040	100.00	1,040

20	4	PALMER	2004000438	HOUSING UNIT #1 88 CELLS	21,000	100.00	21,000
20	4	PALMER	2004000500	MCKINLEY MEAT PLANT	13,500	100.00	13,500
20	4	PALMER	2004000515	BUTLER BLDG	4,000	100.00	4,000
20	4	PALMER	2004000516	TRAILER	600	100.00	600
20	4	PALMER	2004000517	STAFF OFFICE	120	100.00	120
20	4	PALMER	2004000556	GENERATOR/SPRINKLER TO438	748	100.00	748
20	4	PALMER	2004000701	PALMER MIN. ADM. OFC/CAMP	4,398	100.00	4,398
20	4	PALMER	2004000702	DORM/MESS HALL	28,186	100.00	28,186
20	4	PALMER	2004000703	VOCATIONAL SHOP	16,632	100.00	16,632
20	4	PALMER	2004000712	NEW CHAPEL MEDIUM SEC	1,855	100.00	1,855
20	4	PALMER	2004000713	WAREHOUSE	5,600	100.00	5,600
20	4	PALMER	2004000714	PALMER MED.ADMIN/SHOP/GYM	28,058	100.00	28,058
20	4	PALMER	2004000715	SPECIAL HANDLING UNIT	3,527	100.00	3,527
20	4	PALMER	2004000716	HOUSING UNIT 1	3,118	100.00	3,118
20	4	PALMER	2004000717	HOUSING UNIT 2	3,118	100.00	3,118
20	4	PALMER	2004000718	HOUSING UNIT 3	3,118	100.00	3,118
20	4	PALMER	2004000719	HOUSING UNIT 4	3,118	100.00	3,118
20	4	PALMER	2004000720	HOUSING UNIT 5	3,118	100.00	3,118
20	4	PALMER	2004000721	HOUSING UNIT 6	3,225	100.00	3,225
20	4	PALMER	2004000897	HOUSING UNIT 7	3,225	100.00	3,225
20	4	PALMER	2004001042	MATSU PRETRIAL FACILITY	22,000	100.00	22,000
	4 Total						191,393
20	5	ANCHORAGE	2005000066	COOK INLET PRETRIAL	90,341	100.00	90,341
20	5	ANCHORAGE	2005000078	WAREHOUSE - COOK INLET	5,460	100.00	5,460
20	5	ANCHORAGE	2005000206	OFFICE/GARAGE	900	100.00	900
	5 Total						96,701
20	6	ANCHORAGE	L200605021	S.CENTRAL PROBATION 2303	15,000	100.00	15,000
	6 Total						15,000
20	8	WASILLA/FINGER LAKE	U200803283	PMRC MODULAR REC BLDG	540	100.00	540
20	8	WASILLA/FINGER LAKE	U200803284	PMRC ROUSTABOUT SHED	540	100.00	540
20	8	WASILLA/FINGER LAKE	U200803315	PMRC GREENHOUSE	1,440	100.00	1,440
20	8	WASILLA/FINGER LAKE	U200803371	PMRC FIREWOOO BLDG	2,500	100.00	2,500
20	8	WASILLA/FINGER LAKE	U200803378	PMRC ELECT BLDG AT CLSRM	64	100.00	64
20	8	WASILLA/FINGER LAKE	U200803379	PMRC GATE SHACK	64	100.00	64
20	8	WASILLA/FINGER LAKE	U200803393	PMRC FREEZER TRAILER	720	100.00	720
20	8	WASILLA/FINGER LAKE	U200803505	PMRC DRY STORAGE TRAILER	720	100.00	720
20	8	WASILLA/FINGER LAKE	2008001132	PMRC ADMIN BLDG	1,856	100.00	1,856
20	8	WASILLA/FINGER LAKE	2008001133	PMRC CLASS BLDG	864	100.00	864
20	8	WASILLA/FINGER LAKE	2008001134	PMRC DINNING/KITCHEN MOD	1,824	100.00	1,824
20	8	WASILLA/FINGER LAKE	2008001135	PMRC MODULAR HOUSING	4,320	100.00	4,320
20	8	WASILLA/FINGER LAKE	2008001137	PMRC MOD LAUNDRY/TOILET	600	100.00	600
20	8	WASILLA/FINGER LAKE	2008001138	PMRC HOUSE 1	2,720	100.00	2,720
20	8	WASILLA/FINGER LAKE	2008001139	PMRC HOUSE 2	3,664	100.00	3,664
20	8	WASILLA/FINGER LAKE	2008001140	PMRC MAINT SHOP	4,800	100.00	4,800
20	8	WASILLA/FINGER LAKE	2008001141	PMRC MAIN BARN	28,170	100.00	28,170
20	8	WASILLA/FINGER LAKE	2008001142	PMRC HOG BARN	5,000	100.00	5,000
20	8	WASILLA/FINGER LAKE	2008001143	PMRC MAIN GENERATOR BLDG	225	100.00	225
	8 Total						60,631
20	9	ANCHORAGE	L200905019	JAIL & STORAGE	20,366	100.00	20,366
	9 Total						20,366
20	11	FAIRBANKS	2011000013	FCC STORAGE BLDG #2	150	100.00	150
20	11	FAIRBANKS	2011000334	FAIRBANKS CC MAIN BLDG	80,000	100.00	80,000
20	11	FAIRBANKS	2011000335	FCC STORAGE BUILDING	1,500	100.00	1,500
20	11	FAIRBANKS	2011000885	FCC WORKSHOP BUILDING	12,000	100.00	12,000
	11 Total						93,650
20	14	EAGLE RIVER	2014000120	WATER SEWAGE PLANT UPPER	2,700	100.00	2,700
20	14	EAGLE RIVER	2014000140	GREENHOUSE	1,152	100.00	1,152
20	14	EAGLE RIVER	2014000276	HILAND MTN. CC MAIN BLDG	55,162	100.00	55,162
20	14	EAGLE RIVER	2014000277	HMCC HOUSE 1	9,768	100.00	9,768
20	14	EAGLE RIVER	2014000278	HMCC HOUSE 2	9,768	100.00	9,768
20	14	EAGLE RIVER	2014000279	HMCC HOUSE 3	9,768	100.00	9,768
20	14	EAGLE RIVER	2014000280	HMCC HOUSE 4	9,768	100.00	9,768
20	14	EAGLE RIVER	2014000283	HMCC CLASS RM BLDG	1,920	100.00	1,920
20	14	EAGLE RIVER	2014000483	HMCC SHOP BLDG.	4,400	100.00	4,400
20	14	EAGLE RIVER	2014000629	MEADOW CREEK CC MAIN BLDG	26,962	100.00	26,962
20	14	EAGLE RIVER	2014000656	MCCC HOUSE 1	3,750	100.00	3,750
20	14	EAGLE RIVER	2014000681	MCCC HOUSE 2	3,750	100.00	3,750
20	14	EAGLE RIVER	2014000751	MCCC HOUSE 3	4,081	100.00	4,081
20	14	EAGLE RIVER	2014000858	WATER SEWAGE PLANT	1,766	100.00	1,766
	14 Total						144,715
20	15	BETHEL	2000000960	SHOP	320	100.00	320
20	15	BETHEL	2015000118	YUKON-KUSKOKWIN CORR. CTR	25,000	100.00	25,000

25	23	NOME	U252303489	EQUIPMENT STORAGE BLDG	1,485	100.00	1,485
25	23	NOME	U252303490	EQUIPMENT STORAGE BLDG	1,485	100.00	1,485
25	23	NOME	U252303491	EQUIPMENT STORAGE BLDG	1,485	100.00	1,485
25	23	NOME	U252303492	WANIGAN	150	100.00	150
25	23	NOME	2523000600	MATERIALS LAB	2,500	100.00	2,500
25	23	NOME	2523000668	EQUIPMENT STORAGE BLDG	5,845	100.00	5,845
25	23	NOME	2523000671	STATE OFFICE BLDG	16,600	100.00	16,600
25	23	NOME	2523000674	MAINTENANCE FACILITY	12,140	100.00	12,140
25	23	NOME	2523000675	CRASH/RESCUE BLDG	1,440	100.00	1,440
25	23	NOME	2523000676	VAULT FIELD LIGHT	1,225	100.00	1,225
25	23	NOME	2523000677	AIRPORT MGR'S OFFICE	540	100.00	540
25	23	NOME	2523000678	MAINTENANCE FQACILITY	11,573	100.00	11,573
25	23	NOME	2523000679	MAINTENANCE FACILITY	2,000	100.00	2,000
25	23	NOME	2523000685	SAND SHED	2,880	100.00	2,880
25	23	NOME	2524000925	APT OFF/SHOP/COLD STG	2,240	100.00	2,240
25	23	NOORVIK	U252300602	EQUIPMENT STORAGE BLDG	1,600	100.00	1,600
25	23	NOORVIK	2523000603	SREB	2,000	100.00	2,000
25	23	NORTHWAY	2523000686	QUONSET BLDG	1,800	100.00	1,800
25	23	NORTHWAY	2523000687	SHOP & GARAGE	5,312	100.00	5,312
25	23	NORTHWAY	2523000689	AIRPORT EQUIPMENT STORAGE	2,400	100.00	2,400
25	23	NORTHWAY	2523000758	ASPHALT BIOLER BLDG	36	100.00	36
25	23	NULATO	2523000662	AIRPORT EQUIPMENT STG	1,600	100.00	1,600
25	23	NULATO	2523000667	AIRPORT ELECTRICAL	96	100.00	96
25	23	OBRIEN CREEK	2523000688	GEN BLDG	600	100.00	600
25	23	OBRIEN CREEK	2523000696	COOK HOUSE	1,800	100.00	1,800
25	23	OBRIEN CREEK	2523000745	SHOP	2,840	100.00	2,840
25	23	PAXSON	U252303457	7 MILE CAMPGROUND	72	100.00	72
25	23	PAXSON	U252303458	LADY BIRD CAMPGROUND	72	100.00	72
25	23	PAXSON	U252303459	UTILIDOR SYSTEM	2,400	100.00	2,400
25	23	PAXSON	2523000722	MAINTENANCE SHOP	3,800	100.00	3,800
25	23	PAXSON	2523000723	UTILITY BUILDING	360	100.00	360
25	23	PAXSON	2523000724	SAND/STORAGE BLDG	1,344	100.00	1,344
25	23	PAXSON	2523000725	COLD STORAGE BUILDING	144	100.00	144
25	23	PILOT STATION	2523000759	SREB	2,000	100.00	2,000
25	23	RAMPART	2523000670	AIRPORT EQUIPMENTSTG	1,200	100.00	1,200
25	23	RAMPART	2523000693	AIRPORT ELECTRICAL	96	100.00	96
25	23	RUBY	2523000755	EQUIPMENT STORAGE	2,400	100.00	2,400
25	23	RUBY	2523001000	STORAGE BLDG	320	100.00	320
25	23	RUSSIAN MISSION	2524001190	EQUIPMENT STORAGE	960	100.00	960
25	23	ST. MARY'S	2523000763	ARFF BUILDING	3,200	100.00	3,200
25	23	ST. MARY'S	2523000764	LIVING QUARTERS	1,530	100.00	1,530
25	23	ST. MARY'S	2523000765	EQUIPMENT STORAGE	2,400	100.00	2,400
25	23	ST. MARY'S	2523000766	MAINTENANCE SHOP	2,720	100.00	2,720
25	23	ST. MARY'S	2523001204	CFR BUILDING	480	100.00	480
25	23	ST. MARY'S	2523001205	TOWN SHOP	2,400	100.00	2,400
25	23	ST.MICHAELS	U252403497	MAINTENANCE FACILITY	780	100.00	780
25	23	ST.MICHAELS	2523000698	EQUIPMENT STORAGE BLDG	2,000	100.00	2,000
25	23	SAG RIVER	U252303567	COLD STORAGE	560	100.00	560
25	23	SAG RIVER	2523000769	BUNKHOUSE	3,460	100.00	3,460
25	23	SAG RIVER	2523000771	SHOP	9,760	100.00	9,760
25	23	SAG RIVER	2523000772	MAINT FAC/ INCINERATOR	576	100.00	576
25	23	SAG RIVER	2523000773	GENERATOR BLDG	546	100.00	546
25	23	SAG RIVER	2523000774	LIFE SUPPORT BLDG	576	100.00	576
25	23	SAG RIVER	2523001107	FUEL DIST SYSTEM	64	100.00	64
25	23	SAVOONGA	U252303494	EQUIPMENT STORAGE BLDG	2,400	100.00	2,400
25	23	SAVOONGA	2523003400	SREB	2,000	100.00	2,000
25	23	SELAWIK	2523001167	EQUIPMENT STORAGE	1,260	100.00	1,260
25	23	SEVEN MILE CAMP	U252303571	PROPANE DISTRIBUTION/STG	96	100.00	96
25	23	SEVEN MILE CAMP	2523000564	GEN BLDG	1,152	100.00	1,152
25	23	SEVEN MILE CAMP	2523000784	SHOP	8,001	100.00	8,001
25	23	SEVEN MILE CAMP	2523000785	BUNKHOUSE 4 MAN	1,512	100.00	1,512
25	23	SEVEN MILE CAMP	2523001109	FAC MAINTENANCE	960	100.00	960
25	23	SHAKTOOLIK	U252303495	MAINTENANCE FACILITY	1,258	100.00	1,258
25	23	SHEEP CREEK	2523000942	EQUIPMENT SHOP	640	100.00	640
25	23	SHEEP CREEK	2523000943	WAREHOUSE	2,008	100.00	2,008
25	23	SHEEP CREEK	2523000956	SAND STORAGE	2,160	100.00	2,160
25	23	SHISHMAREF	2523001168	EQUIPMENT STORAGE	1,760	100.00	1,760
25	23	SHELDON POINT	2523001126	SREB	2,000	100.00	2,000
25	23	SHUNGNAK	U252303496	EQUIPMENT STORAGE BLDG	1,080	100.00	1,080
25	23	SHUNGNAK	2523003401	SREB	2,000	100.00	2,000
25	23	SHUNGNAK	2523003402	APT TERMINAL	336	100.00	336
25	23	SHUNGNAK	2523003403	SHUNGNAK AIRPORT STORAGE	768	100.00	768

25	13	YAKUTAT	2513000955	MAINT. SHOP	14,960	100.00	14,960
	13 Total						168,894
25	23	ALAKANUK	2523000007	EQUIPMENT STORAGE	1,104	100.00	1,104
25	23	ALLAKAKET	2523000016	EQUIP STORAGE	1,040	100.00	1,040
25	23	ALLAKAKET	2523000017	SREB	2,852	100.00	2,852
25	23	ALLAKAKET	2523000018	AIRPORT ELECTRICAL BLDG	96	100.00	96
25	23	ALLAKAKET	2523000170	AIRPORT ELECTRICAL	96	100.00	96
25	23	AMBLER	2523001164	EQUIPMENT STORAGE	1,260	100.00	1,260
25	23	ANVIK	U252303409	APT STG	336	100.00	336
25	23	ANVIK	U252303513	STORAGE SHED	960	100.00	960
25	23	ANVIK	2523000025	SREB	2,000	100.00	2,000
25	23	BARROW	2523000075	AARF BUILDING	9,600	100.00	9,600
25	23	BARROW	2523000110	WARM STORAGE	480	100.00	480
25	23	BEAR CREEK	U252303469	WANIGAN	150	100.00	150
25	23	BEAR CREEK	U252303470	WANIGAN	120	100.00	120
25	23	BEAR CREEK	2523000582	EQUIPMENT STORAGE BUILDIN	1,296	100.00	1,296
25	23	BEAVER	2523000177	AIRPORT EQUIP STORAGE	1,200	100.00	1,200
25	23	BEAVER	2523000245	AIRPORT ELECTRICAL	96	100.00	96
25	23	BETTLES	2523000307	AIRPORT ELECTRICAL	96	100.00	96
25	23	BETTLES FIELD	2523000125	GENERATOR/SHOP	1,600	100.00	1,600
25	23	BETTLES FIELD	2523000988	LIVING QUARTERS	1,200	100.00	1,200
25	23	BIRCH CREEK	2523000394	AIRPORT EQUIPMENT STG	1,600	100.00	1,600
25	23	BIRCH CREEK	2523000395	AIRPORT ELECTRICAL	96	100.00	96
25	23	BIRCH LAKE	2523000135	MAIN GARAGE	2,840	100.00	2,840
25	23	BIRCH LAKE	2523000396	WARM STORAGE	1,200	100.00	1,200
25	23	BIRCH LAKE	2523000535	STORAGE BUILDING	120	100.00	120
25	23	BREVIG MISSION	U252303471	EQUIPMENT STARAGE BLDG	1,600	100.00	1,600
25	23	BREVIG MISSION	2523003490	SREB	2,000	100.00	2,000
25	23	BUCKLAND	2523003495	SREB	2,000	100.00	2,000
25	23	CANTWELL	2523000147	STORAGE BUILDING	448	100.00	448
25	23	CANTWELL	2523000148	STORAGE BLDG	800	100.00	800
25	23	CANTWELL	2523000149	STORAGE BLDG	1,200	100.00	1,200
25	23	CANTWELL	2523000150	GARAGE/POWER PLT	9,180	100.00	9,180
25	23	CHICKEN	2523000969	APT EQUIP	1,696	100.00	1,696
25	23	CENTRAL	2523000159	GENERATOR BLDG	300	100.00	300
25	23	CENTRAL	2523000160	SHOP/GARAGE HWY	3,840	100.00	3,840
25	23	CENTRAL	2523000161	STORAGE	200	100.00	200
25	23	CHALKYITSIK	2523000165	AIRPORT STORAGE BUILDING	1,040	100.00	1,040
25	23	CHALKYITSIK	2523000398	AIRPORT ELECTRICAL	96	100.00	96
25	23	CHANDLER	U252303555	FUEL DIST FAC	158	100.00	158
25	23	CHANDLER	U252303557	PROPANE STORAGE DISPENSER	32	100.00	32
25	23	CHANDLER	U252303558	COLD STORAGE	144	100.00	144
25	23	CHANDLER	2523000168	SHOP	10,800	100.00	10,800
25	23	CHANDLER	2523000508	NEW BUNKHOUSE	4,000	100.00	4,000
25	23	CHANDLER	2523000562	WATER/ SEWAR PLANT	1,224	100.00	1,224
25	23	CHANDLER	2523000566	POWER PLANT	864	100.00	864
25	23	CHITINA	U252303440	COPPER RIVER CAMPGROUND	72	100.00	72
25	23	CHITINA	U252303441	O'BRIEN CREEK CAMPGROUND	72	100.00	72
25	23	CHITINA	2523000182	GENERATOR BLDG	280	100.00	280
25	23	CHITINA	2523000183	MAINT SHOP	3,600	100.00	3,600
25	23	CHITINA	2523001095	SAND SHED	2,240	100.00	2,240
25	23	COLDFOOT CAMP	U252303502	CHECKPOINT BLDG	216	100.00	216
25	23	COLDFOOT CAMP	U252303503	COLD STORAGE	900	100.00	900
25	23	COLDFOOT CAMP	U252303559	COLD STG	154	100.00	154
25	23	COLDFOOT CAMP	U252303560	PUMPHOUSE	96	100.00	96
25	23	COLDFOOT CAMP	U252303561	PROPANE STORAGE	60	100.00	60
25	23	COLDFOOT CAMP	2523000162	GEN BLDG	512	100.00	512
25	23	COLDFOOT CAMP	2523000163	HOUSING	1,632	100.00	1,632
25	23	COLDFOOT CAMP	2523000171	CHK PT HOUSE	616	100.00	616
25	23	COLDFOOT CAMP	2523000216	HOUSING UNIT A	400	100.00	400
25	23	COLDFOOT CAMP	2523000220	SHOP	6,500	100.00	6,500
25	23	CORDOVA	U252303445	POWDER HOUSE	96	100.00	96
25	23	CORDOVA	U252303446	CAP HOUSE	96	100.00	96
25	23	CORDOVA	2523000215	SAND STORAGE	2,800	100.00	2,800
25	23	CORDOVA	2523000227	MAINTENANCE GARAGE	5,536	100.00	5,536
25	23	CORDOVA	2523000228	AIRPORT STORAGE B	800	100.00	800
25	23	CORDOVA	2523000229	POWER PLANT	400	100.00	400
25	23	CORDOVA	2523000235	SAND STORAGE	1,200	100.00	1,200
25	23	CORDOVA	2523000504	SAND STORAGE	1,980	100.00	1,980
25	23	CORDOVA	2523000523	MAINTENANCE SHOP	400	100.00	400
25	23	CORDOVA	2523000856	AIRPORT RESCUE STATION	5,456	100.00	5,456
25	23	COTTONWOOD CAMP	2523000583	EQUIPMENT STORAGE BLDG	1,296	100.00	1,296

25	23	VALDEZ	2523001157	SUPPLY/SERVICE	3,200	100.00	3,200
25	23	VALDEZ	2523001159	EQUIPMENT SHOP	3,200	100.00	3,200
25	23	VALDEZ	2523001160	BUILDINGS SHOP	4,100	100.00	4,100
25	23	WALES	2523000936	EQUIPMENT STORAGE BLDG	1,760	100.00	1,760
25	23	WHITE MOUNTAIN	2523000400	EQUIPMENT STORAGE BLDG	2,000	100.00	2,000
	23 Total						995,510
25	33	AKHIOK	2533000767	EQUIP STORAGE	1,104	100.00	1,104
25	33	AKIACHAK	U253303404	EQUIP STG	336	100.00	336
25	33	AKIACHAK	U253303405	APT TERMINAL	336	100.00	336
25	33	AKIAK	U253303406	EQUIP STG	336	100.00	336
25	33	AKOLMIUT	U253303407	AIRPORT SHOP	336	100.00	336
25	33	ALEKNAGIK	U253303408	AIRPORT STG	336	100.00	336
25	33	ANCHORAGE	L253305071	L OFFICE L # 1328 B	7,200	100.00	7,200
25	33	ANCHORAGE	MO00000020	PUBLIC SAFETY BLDG	43,178	100.00	43,178
25	33	ANCHORAGE	2533000008	GOSNELL BLDG S E F	6,400	100.00	6,400
25	33	ANCHORAGE	2533000021	AVIATION BLDG	62,700	100.00	62,700
25	33	ANCHORAGE	2533000022	SM VEH WM STG/HWY	5,808	100.00	5,808
25	33	ANCHORAGE	2533000023	LG VEH WM STG/HWY	12,688	100.00	12,688
25	33	ANCHORAGE	2533000025	MAT'L LAB	5,120	100.00	5,120
25	33	ANCHORAGE	2533000026	MATER TEST LAB/HW	8,880	100.00	8,880
25	33	ANCHORAGE	2533000030	BUILDING MAINT SHOP	9,600	100.00	9,600
25	33	ANCHORAGE	2533000042	EQUIP STORAGE	3,200	100.00	3,200
25	33	ANCHORAGE	2533000067	CAREAGE HOUSE	24,240	100.00	24,240
25	33	ANCHORAGE	2533000090	SHOP STORAGE	7,680	100.00	7,680
25	33	ANCHORAGE	2533000093	CHEMICAL WHSE	7,200	100.00	7,200
25	33	ANCHORAGE	2533000094	SHOP BLDG	21,350	100.00	21,350
25	33	ANIAK	U253303511	SAND STORAGE	2,800	100.00	2,800
25	33	ANIAK	U253303512	GARAGE / SHOP	1,920	100.00	1,920
25	33	ANIAK	2533000102	WARM STORAGE	3,200	100.00	3,200
25	33	ATKA	2533000692	EQUIPMENT STORAGE	960	100.00	960
25	33	ATMAUTLUAK	U253303410	EQUIP STG	336	100.00	336
25	33	BETHEL	U253303514	BETHEL C F R	480	100.00	480
25	33	BETHEL	2533000032	ARFF BUILDING	3,200	100.00	3,200
25	33	BETHEL	2533000122	AIRPORT EQUIP BUILDING	2,400	100.00	2,400
25	33	BETHEL	2533000123	SAND STORAGE	2,800	100.00	2,800
25	33	BETHEL	2533000124	MAINTENANCE SHOP	4,800	100.00	4,800
25	33	BIRCHWOOD	U253303515	SAND STORAGE	2,800	100.00	2,800
25	33	BIRCHWOOD	2533000136	AIRPORT VEHICLE SHOP	3,036	100.00	3,036
25	33	CASCADE	U253303516	STORAGE / VEH GARAGE	816	100.00	816
25	33	CASCADE	U253303517	STORAGE SHED	192	100.00	192
25	33	CASCADE	2533000153	MAIN GARAGE	2,440	100.00	2,440
25	33	CASCADE	2533000154	STORAGE	2,400	100.00	2,400
25	33	CHAUTHBALUK	2533000128	EQUIPMENT STORAGE	960	100.00	960
25	33	CHEVAK	U253303518	EQUIPMENT STORAGE	400	100.00	400
25	33	CHENEGA BAY	2533000554	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	CHEFORNAK	U253303411	APT STG	336	100.00	336
25	33	CHEFORNAK	U253303412	APT TERMINAL	336	100.00	336
25	33	CHIGNIK LAKE	2533000081	STORAGE BUILDING	1,104	100.00	1,104
25	33	CHIGNIK LAKE	2533000130	EQUIPMENT STORAGE BLDG	800	100.00	800
25	33	CHITINA	U252303439	STORAGE BLDG	306	100.00	306
25	33	CHULITNA RIVER	2533000189	POWER HOUSE	300	100.00	300
25	33	CHULITNA RIVER	2533000190	MAINT SHOP	4,800	100.00	4,800
25	33	COLD BAY	U253300850	CFR BUILDING	5,560	100.00	5,560
25	33	COLD BAY	U253303519	GAS PUMP HOUSE	64	100.00	64
25	33	COLD BAY	2533000198	LIVING QUARTERS	1,820	100.00	1,820
25	33	COLD BAY	2533000199	LIVING QUARTERS	1,820	100.00	1,820
25	33	COLD BAY	2533000200	LIVING QUARTERS	1,820	100.00	1,820
25	33	COLD BAY	2533000201	LIVING QUARTERS	1,820	100.00	1,820
25	33	COLD BAY	2533000211	WARM STORAGE	5,400	100.00	5,400
25	33	COLD BAY	2533000213	SHOP	2,624	100.00	2,624
25	33	COLD BAY	2533000815	SAND STORAGE	4,200	100.00	4,200
25	33	COLD BAY	2533001117	COLD BAY ARFF	3,731	100.00	3,731
25	33	CROOKED CREEK	2533000237	AVIATION MANTENANCE BLDG	960	100.00	960
25	33	CROOKED CREEK	2533000869	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	DILLINGHAM	2533000267	APT CFR	2,400	100.00	2,400
25	33	DILLINGHAM	2533000269	MAINT GARAGE	4,800	100.00	4,800
25	33	DILLINGHAM	2533000870	WARM SAND STORAGE	2,800	100.00	2,800
25	33	DILLINGHAM	2533001113	DILLINGHAM ARFF	7,042	100.00	7,042
25	33	EEK	U253303413	APT STG	336	100.00	336
25	33	EGEGIK	2533000509	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	EKWOK	2533000919	EQUIPMENT STORAGE	1,600	100.00	1,600
25	33	ENGLISH BAY	U253303414	APT STG	336	100.00	336

25	23	HUSLIA	2523000647	AIRPORT ELECTRICAL	96	100.00	96
25	23	JIM RIVER	U252303563	COLD STORAGE	960	100.00	960
25	23	JIM RIVER	U252303564	FUEL DIST FACILITY	216	100.00	216
25	23	JIM RIVER	U252303565	PROPANE DISTRIBUTION BLDG	64	100.00	64
25	23	JIM RIVER	2523000468	GENERATOR BLDG	546	100.00	546
25	23	JIM RIVER	2523000470	14 MAN TRAILER	1,650	100.00	1,650
25	23	JIM RIVER	2523000471	MAINT SHOP	8,400	100.00	8,400
25	23	JIM RIVER	2523000746	BUNKHOUSE II	1,344	100.00	1,344
25	23	JIM RIVER	2523001106	WELL PUMPHOUSE	165	100.00	165
25	23	KALTAG	2523000503	EQUIP STORAGE	1,200	100.00	1,200
25	23	KALTAG	2523000519	AIRPORT ELECTRICAL	96	100.00	96
25	23	KENNY LAKE	U252303442	EQUIPMENT STORAGE	640	100.00	640
25	23	KIANA (FOR. PROP.)	2523001162	EQUIPMENT STORAGE	1,260	100.00	1,260
25	23	KIVALINA	2523001125	SREB	2,000	100.00	2,000
25	23	KOBUK	U252303476	EQUIPMENT STORAGE BLDG	1,536	100.00	1,536
25	23	KOBUK	2523003480	SREB	2,000	100.00	2,000
25	23	KOTLIK	U252303532	STORAGE	420	100.00	420
25	23	KOTLIK	2523003233	SREB	2,200	100.00	2,200
25	23	KOTZEBUE	U252303477	EQUIPMENT STORAGE BLDG	5,760	100.00	5,760
25	23	KOTZEBUE	2523000592	WARM STORAGE	3,200	100.00	3,200
25	23	KOTZEBUE	2523000593	CRASH/FIRE RESCUE/MAINT	7,472	100.00	7,472
25	23	KOYUK	2523001166	EQUIPMENT STORAGE	1,260	100.00	1,260
25	23	KOYUKUK	2523000596	EQUIP STORAGE	1,200	100.00	1,200
25	23	KOYUKUK	2523000648	AIRPORT ELECTRICAL	96	100.00	96
25	23	LAKE MINCHUMINA	2523000649	AIRPORT EQUIP STG	1,200	100.00	1,200
25	23	LAKE MINCHUMINA	2523000650	AIRPORT ELECTRICAL	96	100.00	96
25	23	LIVENGOOD	2523000217	HOUSING UNIT B	400	100.00	400
25	23	LIVENGOOD	2523000219	HOUSING UNIT D	608	100.00	608
25	23	LIVENGOOD	2523000434	PUMP HOUSE	216	100.00	216
25	23	LIVENGOOD	2523000605	BUNKHOUSE	1,577	100.00	1,577
25	23	LIVENGOOD	2523000606	GARAGE	4,280	100.00	4,280
25	23	LIVENGOOD	2523000607	POWER HOUSE	384	100.00	384
25	23	LIVENGOOD	2523000608	WARM STORAGE	2,800	100.00	2,800
25	23	LIVENGOOD	2523000770	GEN BLDG (ARCTIC PAK)	195	100.00	195
25	23	LIVENGOOD	2523000895	LIVING QUARTERS	1,232	100.00	1,232
25	23	MANLEY H.S.	2523000615	MAINTENANCE SHOP	2,400	100.00	2,400
25	23	MANLEY H.S.	2523000661	STORAGE BLDG	288	100.00	288
25	23	MARSHALL	U252303537	EQUIPMENT STORAGE	1,600	100.00	1,600
25	23	MARSHALL	2523000739	EQUIPMENT STORAGE	1,600	100.00	1,600
25	23	MCCARTHY	U252303444	STORAGE BUILDING	140	100.00	140
25	23	MCCARTHY	2523000704	AIRPORT EQUIP STORAGE BLD	2,400	100.00	2,400
25	23	MONTANA CREEK	2523000467	STORAGE SHED	192	100.00	192
25	23	MONTANA CREEK	2523000624	SHOP	4,800	100.00	4,800
25	23	MONTANA CREEK	2523000625	GENERATOR BLDG	189	100.00	189
25	23	MONTANA CREEK	2523000628	LIVING QTRS	1,232	100.00	1,232
25	23	MONTANA CREEK	2523000733	GENERATOR BUILDING	96	100.00	96
25	23	MONTANA CREEK	2523000883	GENERATOR BLDG	189	100.00	189
25	23	MOUNTAIN VILLAGE	U252303423	APT STG	336	100.00	336
25	23	MOUNTAIN VILLAGE	U252303542	SHED	200	100.00	200
25	23	MOUNTAIN VILLAGE	2523003599	SREB	1,100	100.00	1,100
25	23	NELCHINA	U252303454	MENDELTNA CAMPGROUND	72	100.00	72
25	23	NELCHINA	U252303455	LAKE LOUISE CAMPGROUND	72	100.00	72
25	23	NELCHINA	U252303456	UTILIDOR SYSTEM	2,400	100.00	2,400
25	23	NELCHINA	2523000167	STORAGE SHED	480	100.00	480
25	23	NELCHINA	2523000651	MAINTENANCE SHOP	3,780	100.00	3,780
25	23	NELCHINA	2523000652	UTILITY BUILDING	480	100.00	480
25	23	NELCHINA	2523000653	STORAGE BUILDING	480	100.00	480
25	23	NELCHINA	2523001096	SAND SHED	2,240	100.00	2,240
25	23	NENANA	2523000658	MAINTENANCE SHOP	3,800	100.00	3,800
25	23	NENANA	2523001094	STORAGE BLDG	2,066	100.00	2,066
25	23	NOATAK	2523000591	EQUIPMENT STORAGE BLDG	2,000	100.00	2,000
25	23	NOME	L252305139	L OFFICE 1183	6,422	100.00	6,422
25	23	NOME	U252303478	GAS STATION	192	100.00	192
25	23	NOME	U252303479	EQUIPMENT STORAGE BLDG	1,500	100.00	1,500
25	23	NOME	U252303480	EQUIPMENT STORAGE BLDG	1,500	100.00	1,500
25	23	NOME	U252303481	EQUIPMENT STORAGE BLDG	1,500	100.00	1,500
25	23	NOME	U252303482	EQUIPMENT STORAGE BLDG	1,440	100.00	1,440
25	23	NOME	U252303483	EQUIPMENT STORAGE BLDG	2,160	100.00	2,160
25	23	NOME	U252303484	EQUIPMENT STORAGE BLDG	2,160	100.00	2,160
25	23	NOME	U252303485	EQUIPMENT STORAGE BLDG	120	100.00	120
25	23	NOME	U252303486	EQUIPMENT STORAGE BLDG	168	100.00	168
25	23	NOME	U252303488	EQUIPMENT STORAGE BLDG	1,485	100.00	1,485

25	33	NUNAPICHUK	2533001178	STORAGE TERMINAL	960	100.00	960
25	33	OLD HARBOR	2533000181	EQUIP STORAGE BLDG	1,104	100.00	1,104
25	33	OUZINKIE	2533001180	EQUIPMENT STORAGE	720	100.00	720
25	33	PALMER	U253303547	ENGR OFF/STORAGE	720	100.00	720
25	33	PALMER	U253303548	STORAGE	960	100.00	960
25	33	PALMER	2533000033	WARM STORAGE	6,000	100.00	6,000
25	33	PALMER	2533000700	MAINTENANCE SHOP	12,600	100.00	12,600
25	33	PEDRO BAY	2533000726	EQUIP STORAGE	1,320	100.00	1,320
25	33	PERRYVILLE	2533001182	EQUIPMENT STORAGE	800	100.00	800
25	33	PILOT POINT	2533001183	EQUIPMENT STORAGE	800	100.00	800
25	33	PORTAGE CREEK	2533001187	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	PORT LYONS	2533001186	EQUIPMENT STORAGE	480	100.00	480
25	33	PORT HEIDEN	U253303430	STORAGE	336	100.00	336
25	33	PORT HEIDEN	2533001185	APT ARFF BLDG	3,200	100.00	3,200
25	33	QUARTZ CREEK	2533001188	EQUIPMENT STORAGE	960	100.00	960
25	33	PORT GRAHAM	2533001184	EQUIPMENT STORAGE	800	100.00	800
25	33	PR. WILLIAM SOUND	2533000847	MAINTENANCE SHOP	24,885	100.00	24,885
25	33	QUINHAGAK	U253303431	APT TERMINAL	336	100.00	336
25	33	QUINHAGAK	2533000749	EQUIPMENT STORAGE BLDG	960	100.00	960
25	33	RED DEVIL	U253303432	EQUIP STG	336	100.00	336
25	33	ST. GEORGE	2533001181	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	ST. PAUL ISLAND	U253303434	APT TERMINAL	336	100.00	336
25	33	ST. PAUL ISLAND	2533001206	AARF BUILDING	3,200	100.00	3,200
25	33	SANDPOINT	2533000778	MAINTENANCE SHOP	1,280	100.00	1,280
25	33	SCAMMON BAY	2533001191	EQUIPMENT STORAGE	800	100.00	800
25	33	SELDOVIA	L253305140	L OFFICE & MAINT 2105	2,400	100.00	2,400
25	33	SELDOVIA	2533001192	EQUIPMENT STORAGE	1,632	100.00	1,632
25	33	SEWARD	U253303475	STORAGE	840	100.00	840
25	33	SEWARD	U253303549	GARAGE	4,546	100.00	4,546
25	33	SEWARD	U253303550	STORAGE	2,004	100.00	2,004
25	33	SEWARD	U253303552	STORAGE	1,800	100.00	1,800
25	33	SEWARD	U253303556	STORAGE	840	100.00	840
25	33	SEWARD	2533000808	AIRPORT STORAGE	1,500	100.00	1,500
25	33	SEWARD	2533000811	MAINTENANCE BLDG	4,860	100.00	4,860
25	33	SEWARD	2533001193	STORAGE	840	100.00	840
25	33	SILVERTIP	2533000821	MAINTENANCE BLDG	5,780	100.00	5,780
25	33	SILVERTIP	2533001197	POWER HOUSE	140	100.00	140
25	33	SKWENTNA	2533001198	EQUIPMENT STORAGE	1,920	100.00	1,920
25	33	SLEETMUTE	2533001199	EQUIPMENT STORAGE	960	100.00	960
25	33	SOLDOTNA	U253303572	BUNKHOUSE TRLR	342	100.00	342
25	33	SOLDOTNA	U253303573	CARPENTER SHOP	320	100.00	320
25	33	SOLDOTNA	U253303574	STORAGE BLDG	342	100.00	342
25	33	TAKOTNA	2533000853	MAINT SHOP	1,200	100.00	1,200
25	33	TAKOTNA	2533001208	POWER PLANT	54	100.00	54
25	33	TAKOTNA	2533001209	STORAGE BUILDING	1,200	100.00	1,200
25	33	TALKEETNA	U253303575	STORAGE	200	100.00	200
25	33	TALKEETNA	2533001114	EQUIPMENT STG BLDG	4,416	100.00	4,416
25	33	TOGIAK	2533001211	EQUIPMENT STORAGE	1,600	100.00	1,600
25	33	TOKSOOK BAY	2533000888	AIRPORT STORAGE	960	100.00	960
25	33	TWIN HILLS	2533001213	AIRPORT TERMINAL	840	100.00	840
25	33	TUNUNAK	U253303438	STG BLD	336	100.00	336
25	33	TULUKSAK	U253303436	STG BLDG	336	100.00	336
25	33	TUNTUTULIAK	U253303437	APT TERMINAL	336	100.00	336
25	33	TUNTUTULIAK	2533001212	STORAGE BUILDING	960	100.00	960
25	33	UGASHIK RIVER	2533001214	EQUIPMENT STORAGE	960	100.00	960
25	33	UNALASKA	2533001119	SAND STG BLDG	4,050	100.00	4,050
25	33	UNALASKA	2533001215	MAINTENANCE SHOP	2,925	100.00	2,925
25	33	WILLOW	U253303576	STORAGE	320	100.00	320
25	33	WILLOW	2533000939	GARAGE	3,420	100.00	3,420
	33 Total						610,155
25	34	ANCHORAGE	2534000068	AIA PARKING GARAGE	470,000	100.00	470,000
25	34	ANCHORAGE	2534000079	J A L BLDG	3,200	100.00	3,200
25	34	ANCHORAGE	2534000082	WARM STORAGE	14,280	100.00	14,280
25	34	ANCHORAGE	2534000084	WARM STORAGE	22,680	100.00	22,680
25	34	ANCHORAGE	2534000086	WAREHOUSE	13,440	100.00	13,440
25	34	ANCHORAGE	2534000088	ELECTRIC VAULT #1	1,512	100.00	1,512
25	34	ANCHORAGE	2534000089	DOMESTIC TERMINAL	313,590	100.00	313,590
25	34	ANCHORAGE	2534000092	MAINT SHOP	21,420	100.00	21,420
25	34	ANCHORAGE	2534000097	INTERNATIONAL TERMINAL	303,650	100.00	303,650
25	34	ANCHORAGE	2534000599	BOAT HOUSE #1	864	100.00	864
25	34	ANCHORAGE	2534000610	BIFFY DUMP	960	100.00	960
25	34	ANCHORAGE	2534001093	PHYSICAL PLANT OPERATIONS	25,463	100.00	25,463

25	23	SLANA	U252303460	24 MILE CAMPGROUND	72	100.00	72
25	23	SLANA	U252303461	INDIAN RIVER CAMPGROUND	72	100.00	72
25	23	SLANA	U252303462	SLANA RIVER CAMPGROUND	72	100.00	72
25	23	SLANA	2523000202	SAND SHED	2,240	100.00	2,240
25	23	SLANA	2523000539	POWER PLANT	352	100.00	352
25	23	SLANA	2523000561	STORAGE BUILDING	1,000	100.00	1,000
25	23	SLANA	2523000838	MAIN GARAGE	4,704	100.00	4,704
25	23	SOUTH FORK	2523000788	GENERATOR BLD	512	100.00	512
25	23	SOUTH FORK	2523000848	MAINTENANCE SHOP	2,760	100.00	2,760
25	23	SOUTH FORK	2523003419	STORAGE SHED	200	100.00	200
25	23	SOUTH FORK	2523003546	BUNK HOUSE	600	100.00	600
25	23	STEBBINS	U252303498	MAINTENANCE FACILITY	780	100.00	780
25	23	STEBBINS	2523001127	EQUIP STG BLDG	2,000	100.00	2,000
25	23	STEBBINS	2523001128	ELECT SVCS BLDG	96	100.00	96
25	23	STEVENS VILLAGE	2523000707	BARGE RAMP PAD BLDG	768	100.00	768
25	23	STEVENS VILLAGE	2523000747	APT EQP BLD	1,040	100.00	1,040
25	23	TANANA	2523000553	AIRPORT ELECTRICAL	96	100.00	96
25	23	TANANA	2523000855	EQUIPMENT STORAGE	1,200	100.00	1,200
25	23	TATITLEK	U252303447	EQUIPMENT STORAGE	960	100.00	960
25	23	TATITLEK	2523000744	SREB	3,250	100.00	3,250
25	23	TAZLINA	U252303463	STORAGE BUILDING	768	100.00	768
25	23	TAZLINA	U252303464	TAZLINA RIVER CAMPGROUND	672	100.00	672
25	23	TAZLINA	U252303465	EMERGENCY POWER PLANT	96	100.00	96
25	23	TAZLINA	2523000859	MAINTENANCE SHOP	11,200	100.00	11,200
25	23	TAZLINA	2523000860	SOIL TEST LAB #1	500	100.00	500
25	23	TAZLINA	2523000861	SOIL TEST LAB #2	320	100.00	320
25	23	TAZLINA	2523000862	SOIL TEST LAB #3	320	100.00	320
25	23	TAZLINA	2523000863	TIRE STORAGE BUILDING	512	100.00	512
25	23	TAZLINA	2523000864	TIRE STORAGE BUILDING	500	100.00	500
25	23	TAZLINA	2523000865	SAND SHED	5,000	100.00	5,000
25	23	TAZLINA	2523000866	WAREHOUSE	1,000	100.00	1,000
25	23	TAZLINA	2523000867	CARPENTER SHOP	960	100.00	960
25	23	TELLER	U252303499	EQUIPMENT STORAGE BLDG	4,200	100.00	4,200
25	23	TELLER	U252303500	EQUIPMENT STORAGE BLDG	1,200	100.00	1,200
25	23	TELLER	2523001163	EQUIPMENT STORAGE	1,258	100.00	1,258
25	23	THOMPSON PASS	U252303466	POWDER HOUSE	280	100.00	280
25	23	THOMPSON PASS	2523000872	MAINTENANCE SHOP	6,466	100.00	6,466
25	23	THOMPSON PASS	2523000957	MAINT. SHOP	3,721	100.00	3,721
25	23	THOMPSON PASS	2523001161	OFFICE/QUARTERS	5,888	100.00	5,888
25	23	THOMPSON PASS	2525001108	SAND SHED	2,240	100.00	2,240
25	23	TOK	2511000878	TOK WEIGH STATION	480	100.00	480
25	23	TOK	2523000760	BLDG MAINT SHOP	960	100.00	960
25	23	TOK	2523000761	APT LIGHTING BLDG	144	100.00	144
25	23	TOK	2523000762	ASPHALT BOILER BLDG	64	100.00	64
25	23	TOK	2523000884	MAINT FACILITY	8,900	100.00	8,900
25	23	TOK	2523000887	WARM STORAGE	7,000	100.00	7,000
25	23	TRIMMS	2523000879	MAINT FACILITY	4,500	100.00	4,500
25	23	TRIMMS	2523000896	GENERATOR BLDG	384	100.00	384
25	23	UMIAT	2523000738	LATRINE	100	100.00	100
25	23	UMIAT	2523000740	LIVING QUARTERS	1,280	100.00	1,280
25	23	UMIAT	2523000908	SHOP	1,152	100.00	1,152
25	23	UMIAT	2523000909	STORAGE	4,000	100.00	4,000
25	23	UMIAT	2523000910	STORAGE	960	100.00	960
25	23	UMIAT	2523000911	STORAGE	480	100.00	480
25	23	UMIAT	2523000913	UTILITY BLDG	432	100.00	432
25	23	UMIAT	2523000914	APT EQUIP STG	1,200	100.00	1,200
25	23	UNALAKLEET	2523001129	EQUIP STG BLDG	2,400	100.00	2,400
25	23	UNALAKLEET	2524000918	HEATED SHOP	3,900	100.00	3,900
25	23	VALDEZ	U252303467	STEAM DISTRIBUTION SYSTEM	9,000	100.00	9,000
25	23	VALDEZ	U252303468	ELECT DISTRIBUTION SYSTEM	4,500	100.00	4,500
25	23	VALDEZ	2523000294	HARBORVIEW CENTER	80,000	100.00	80,000
25	23	VALDEZ	2523000295	CENTRAL HEATING SYSTEM	8,470	100.00	8,470
25	23	VALDEZ	2523000568	SOILS TEST LAB	2,016	100.00	2,016
25	23	VALDEZ	2523000732	SREB	3,200	100.00	3,200
25	23	VALDEZ	2523000923	SHOP ANNEX	1,920	100.00	1,920
25	23	VALDEZ	2523000924	SAND SHED	800	100.00	800
25	23	VALDEZ	2523000928	WARM STORAGE BLDG	3,200	100.00	3,200
25	23	VALDEZ	2523000930	OFFICE BUILDING	10,188	100.00	10,188
25	23	VALDEZ	2523000931	GARAGE/WAREHOUSE S E F	8,920	100.00	8,920
25	23	VALDEZ	2523000932	MAINTENANCE SHOP	8,080	100.00	8,080
25	23	VALDEZ	2523000933	SAND STORAGE	3,920	100.00	3,920
25	23	VALDEZ	2523000935	SERVICE STATION	1,700	100.00	1,700

31	0	BARROW	U310005207	L OFFICE	500	100.00	500
31	0	BETHEL	U310005208	L OFFICE	1,767	100.00	1,767
31	0	DELTA JUNCTION	U310005210	L OFFICE	599	100.00	599
31	0	DILLINGHAM	U310005211	L OFFICE	800	100.00	800
31	0	EAGLE RIVER	U310005054	L OFFICE	656	100.00	656
31	0	EAGLE RIVER	U310005212	L OFFICE	520	100.00	520
31	0	EAGLE RIVER	U310005213	L OFFICE	521	100.00	521
31	0	FAIRBANKS	L310005172	L OFFICE	5,035	100.00	5,035
31	0	GLENNALLEN	U310005214	L OFFICE	504	100.00	504
31	0	HOMER	U310005007	L OFFICE	1,500	100.00	1,500
31	0	JUNEAU	L310005169	L OFFICE	20,003	100.00	20,003
31	0	JUNEAU	L310005170	L OFFICE	6,554	100.00	6,554
31	0	JUNEAU	MO00000009	COURT PLAZA & PARKING	51,047	3.14	1,603
31	0	JUNEAU	MO00000472	COMMUNITY BLDG	22,400	25.00	5,600
31	0	JUNEAU	MO00000487	CAPITOL	91,756	84.00	77,075
31	0	JUNEAU	MO00000492	SUBPORT BUILDING	81,800	5.10	4,172
31	0	JUNEAU	3100000298	TERRY MILLER BUILDING	31,720	100.00	31,720
31	0	JUNEAU	3100000490	PARKING STRUCTURE	26,000	100.00	26,000
31	0	KETCHIKAN	L310005206	L OFFICE	2,109	100.00	2,109
31	0	KODIAK (CITY)	U310005216	L OFFICE	1,200	100.00	1,200
31	0	KOTZEBUE	U310005218	L OFFICE	856	100.00	856
31	0	NORTH POLE	U310005219	L OFFICE	1,905	100.00	1,905
31	0	PETERSBURG	U310005220	L OFFICE	640	100.00	640
31	0	SITKA	U310005221	L OFFICE	884	100.00	884
31	0	TOK	U310005072	L OFFICE	121	100.00	121
31	0	WASILLA/FINGER LAKE	L310005173	L OFFICE	3,652	100.00	3,652
31 Total							**219,288**
33	0	JUNEAU	MO00000476	STATE OFFICE BLD & GARAGE	390,400	3.81	14,874
33 Total							**14,874**
41	0	ANCHORAGE	MO00000027	COURT OFFICE BDLG	237,551	95.00	225,673
41	0	ANCHORAGE	4100000003	TIMES COMPLEX	60,989	100.00	60,989
41	0	ANCHORAGE	4100000024	PARKING STRUCTURE	68,400	100.00	68,400
41	0	ANCHORAGE	4100000841	NESBETT COURTHOUSE	205,982	100.00	205,982
41	0	BARROW	L410005176	L OFFICE	9,910	100.00	9,910
41	0	BETHEL	L410005177	L OFFICE	5,771	100.00	5,771
41	0	CORDOVA	L410005178	L OFFICE	4,330	100.00	4,330
41	0	CRAIG	L410005179	L OFFICE	3,377	100.00	3,377
41	0	DELTA JUNCTION	MO00000249	COMBINED FACILITY	2,000	82.22	1,644
41	0	DILLINGHAM	L410005180	L OFFICE	3,633	100.00	3,633
41	0	FAIRBANKS	MO00000332	COURT/OFFICE BLDG	80,000	91.73	73,384
41	0	FAIRBANKS	4100000290	OLD AUTO DEALERSHIP	10,000	100.00	10,000
41	0	FORT YUKON	MO00000218	COMBINED FACILITY	3,472	21.00	729
41	0	GLENNALLEN	L410005182	L OFFICE	2,873	100.00	2,873
41	0	HOMER	L410005183	L OFFICE	3,728	100.00	3,728
41	0	JUNEAU	MO00000494	DIMOND COURT HOUSE BLDG	79,116	58.00	45,887
41	0	KENAI	MO00000520	COURT/OFFICE BLDG	31,800	91.29	29,030
41	0	KETCHIKAN	MO00000893	KETCHIKAN COURT/OFFICE	74,600	70.00	52,220
41	0	KOTZEBUE	2523000594	COURT FACILITY	5,647	100.00	5,647
41	0	KOTZEBUE	4100000595	COURT ADDITION	1,022	100.00	1,022
41	0	NOME	L410005184	L OFFICE	6,125	100.00	6,125
41	0	PALMER	4100000753	COURT HOUSE	25,080	100.00	25,080
41	0	PETERSBURG	L41000518[illegible]	L OFFICE	5,027	100.00	5,027
41	0	SEWARD	L410005187	L OFFICE	2,986	100.00	2,986
41	0	SITKA	MO00000823	COURT & OFFICE BLDG	24,400	68.06	16,607
41	0	TOK	L410005188	L OFFICE	2,416	100.00	2,416
41	0	UNALASKA	L410005189	L OFFICE	2,200	100.00	2,200
41	0	VALDEZ	MO00000922	COURT/OFC BLDG	16,324	41.75	6,815
41	0	WRANGELL	L410005190	L OFFICE	6,683	100.00	6,683
41 Total							**888,168**
	0 Total						**1,122,330**
rand Total							**11,845,738**

25	33	FALSE PASS	2533000232	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	FLAT	U253300234	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	GIRDWOOD	U253303521	STORAGE	1,960	100.00	1,960
25	33	GIRDWOOD	2533000403	MAINTENANCE SHOP	3,600	100.00	3,600
25	33	GOODNEWS BAY	2533000416	EQUIPMENT STORAGE	800	100.00	800
25	33	GOOSE BAY	2533000031	EQUIPMENT STORAGE	960	100.00	960
25	33	HOMER	U253303522	STORAGE BLDG	1,600	100.00	1,600
25	33	HOMER	U253303523	STORAGE BLDG	1,600	100.00	1,600
25	33	HOMER	U253303524	SAND SHED	1,600	100.00	1,600
25	33	HOMER	2533000010	COOPER BLDG	4,160	100.00	4,160
25	33	HOMER	2533000439	MAINTENANCE SHOP	4,784	100.00	4,784
25	33	HOMER	2533000445	CFR BLDG	5,993	100.00	5,993
25	33	HOOPER BAY	2533000453	MAINT SHOP	1,936	100.00	1,936
25	33	HOPE	U253303525	AIRPORT STORAGE	1,800	100.00	1,800
25	33	IGUIGIG	2533000457	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	ILIAMNA	U253303526	WARM STORAGE	480	100.00	480
25	33	ILIAMNA	2533000157	MAINT.SHOP/OFFICE	2,925	100.00	2,925
25	33	ILIAMNA	2533000461	SHOP	1,920	100.00	1,920
25	33	KALSIN BAY	2533000506	MAINTENANCE SHOP	2,400	100.00	2,400
25	33	KALSIN BAY	2533000507	GENERAL BLDG	384	100.00	384
25	33	KARLUK	U253303416	APT STG	336	100.00	336
25	33	KASIGLUK	U253303417	APT TERMINAL	336	100.00	336
25	33	KASIGLUK	2533001118	EQUIP STG BLDG	1,104	100.00	1,104
25	33	KING SALMON	U253303527	STORAGE	2,160	100.00	2,160
25	33	KING SALMON	U253303528	STORAGE	629	100.00	629
25	33	KING SALMON	U253303529	STORAGE	3,400	100.00	3,400
25	33	KING SALMON	2533000552	MAINTENANCE SHOP	2,480	100.00	2,480
25	33	KING SALMON	2533001116	KING SALMON ARFF	8,611	100.00	8,611
25	33	KIPNUK	U253303418	STG BLDG	336	100.00	336
25	33	KODIAK (CITY)	MO00000573	STATE COURT/OFFICE BLDG.	13,400	100.00	13,400
25	33	KODIAK (CITY)	2533000011	REGIONAL OFFICE	10,440	100.00	10,440
25	33	KODIAK (AIRPORT)	U253303530	SAND / STORAGE	9,300	100.00	9,300
25	33	KODIAK (AIRPORT)	2533000580	GENERATOR VAULT	700	100.00	700
25	33	KODIAK (AIRPORT)	2533000581	APT MAINT SHOP	9,570	100.00	9,570
25	33	KOLIGANEK	2533000584	AVIATION STORAGE	576	100.00	576
25	33	KOLIGANEK	2533001120	EQUIP STG BLDG	1,104	100.00	1,104
25	33	KWIGILLINGOK	U253303422	EQUIP STG	336	100.00	336
25	33	LARSON BAY	2533000104	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	LIME VILLAGE	2533000176	AIRPORT STORAGE	800	100.00	800
25	33	LAWING	U253303533	AIRPORT TERMINAL	336	100.00	336
25	33	LEVELOCK	U253303534	AIRPORT EQUIPMENT STORAGE	336	100.00	336
25	33	MANOKOTAK	U253303429	APT STG	336	100.00	336
25	33	MANOKOTAK	U253303535	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	MANOKOTAK	2533000737	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	MCGRATH	2533000619	SHOP	4,048	100.00	4,048
25	33	MCGRATH	2533000620	SAND STGE	2,400	100.00	2,400
25	33	MEKORYUK	2533000621	EQUIPMENT STORAGE	2,400	100.00	2,400
25	33	MEDFRA	2533000750	AIRPORT STORAGE BUILDING	1,300	100.00	1,300
25	33	MOOSE PASS	U253303539	STORAGE	1,008	100.00	1,008
25	33	MOOSE PASS	U253303540	AIRPORT TERMINAL	80	100.00	80
25	33	MOOSE PASS	U253303541	STORAGE	480	100.00	480
25	33	MOOSE PASS	2533000632	MAIN GARAGE	2,800	100.00	2,800
25	33	NAKNEK	U253301172	STORAGE	4,560	100.00	4,560
25	33	NAKNEK	U253303544	STORAGE	2,280	100.00	2,280
25	33	NAKNEK	2533000644	GARAGE	2,240	100.00	2,240
25	33	NAKNEK	2533001121	EQUIP STG BLDG	1,104	100.00	1,104
25	33	NAPAKIAK	U253303424	APT TERM	336	100.00	336
25	33	NAPAKIAK	U253303425	EQUIP STG	336	100.00	336
25	33	NAPASKIAK	U253303426	EQUIP STG	336	100.00	336
25	33	NAPASKIAK	2533000385	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	NELSON LAGOON	U253303427	APT TERMINAL	336	100.00	336
25	33	NELSON LAGOON	2533001122	EQUIP STG BLDG	1,104	100.00	1,104
25	33	NEWTOK	2533001123	EQUIP STG BLDG	1,104	100.00	1,104
25	33	NEW STUYAHOK	2533001174	EQUIPMENT STORAGE	1,600	100.00	1,600
25	33	NIKOLAI	2533001176	EQUIPMENT STORAGE	800	100.00	800
25	33	NINILCHIK	U253303545	GARAGE	600	100.00	600
25	33	NINILCHIK	2533000663	MAINTENANCE SHOP	3,600	100.00	3,600
25	33	NIGHTMUTE	U253303428	APT TERMINAL	336	100.00	336
25	33	NIGHTMUTE	2533001175	EQUIPMENT STORAGE	1,152	100.00	1,152
25	33	NOME	U252300672	AIRPORT MAINTENANCE SHOP	10,000	100.00	10,000
25	33	NONDALTON	2533000387	EQUIPMENT STORAGE	1,104	100.00	1,104
25	33	NORTH KENAI	2533000112	MAINT SHOP	3,780	100.00	3,780

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix K

Division of Legislative Audit Report #25-4472-95 DOT/PF
Highway Design Cost and Quality Comparison
dated August 16, 1994

25	34	ANCHORAGE	2534001217	ARFF BUILDING	22,200	100.00	22,200
25	34	ANCHORAGE	2534001220	TERMINAL REDEVELOPMENT	6,000	100.00	6,000
25	34	ANCHORAGE	2534001231	PARKING CONTROL BLDG	1,801	100.00	1,801
25	34	ANCHORAGE	2534001232	BADGING TRAILER	1,600	100.00	1,600
25	34	ANCHORAGE	2534001233	ELECTRIC VAULT #2	682	100.00	682
25	34	ANCHORAGE	2534001234	SPILL RESPONSE BLDG #1	192	100.00	192
25	34	ANCHORAGE	2534001235	SPILL RESPONSE BLDG #2	192	100.00	192
25	34	ANCHORAGE	2534001236	SPILL RESPONSE BLDG #3	192	100.00	192
25	34	ANCHORAGE	2534001237	LAKE HOOD WELLHOUSE	144	100.00	144
	34 Total						1,224,062
25	35	FAIRBANKS	2526000336	SEWAGE STATION	400	100.00	400
25	35	FAIRBANKS	2526000337	OPEN STORAGE BLDG	5,000	100.00	5,000
25	35	FAIRBANKS	2526000338	FEE PARKING BOOTH	130	100.00	130
25	35	FAIRBANKS	2526000339	FEE PARKING BOOTH	130	100.00	130
25	35	FAIRBANKS	2526000340	CAT II GEN BLDG	400	100.00	400
25	35	FAIRBANKS	2526000341	HYDRANT FUEL GARA	4,200	100.00	4,200
25	35	FAIRBANKS	2526000342	HYDRANT PUMP HOUS	1,500	100.00	1,500
25	35	FAIRBANKS	2526000355	FIRE RESCUE FAC	53,710	100.00	53,710
25	35	FAIRBANKS	2526000356	FLIGHT SERV STA	5,800	100.00	5,800
25	35	FAIRBANKS	2526000357	AIRPORT TERMINAL	132,000	100.00	132,000
	35 Total						203,270
25	49	AUKE BAY	U254903204	COVERED WALK	813	100.00	813
25	49	AUKE BAY	2549000106	FERRY TERMINAL BUILDING	7,700	100.00	7,700
25	49	AUKE BAY	2549000138	GENERATOR STORAGE BLDG	1,118	100.00	1,118
25	49	AUKE BAY	2549000139	E RAMP SHELTER	588	100.00	588
25	49	AUKE BAY	2549000140	AUKE BAY WAREHOUSE	890	100.00	890
25	49	CLARKS BAY	U254903250	PURSER STATION	32	100.00	32
25	49	CLARKS BAY	2549000191	STORAGE	162	100.00	162
25	49	CLARKS BAY	2549000192	FERRY TERMINAL BUILDING	779	100.00	779
25	49	CORDOVA	2549000233	FERRY TICKET OFFICE	2,200	100.00	2,200
25	49	CORDOVA	2549000234	GENERATOR BUILDING	252	100.00	252
25	49	HAINES	U254903264	PURSER STATION	32	100.00	32
25	49	HAINES	2549000424	GENERATOR BLDG.	360	100.00	360
25	49	HAINES	2549000425	STORAGE BLDG	200	100.00	200
25	49	HAINES	2549000426	FERRY TERMINAL BUILDING	6,446	100.00	6,446
25	49	HOMER	2549000430	HOMER TERMINAL BUILDING	2,335	100.00	2,335
25	49	HOMER	2549000431	HOMER TERMINAL SHED	200	100.00	200
25	49	HOONAH	2549000169	GENERATOR BLDG	360	100.00	360
25	49	HOONAH	2549000451	FERRY TERMINAL BUILDING	1,300	100.00	1,300
25	49	JUNEAU	MO00000492	SUBPORT BUILDING	81,800	15.30	12,515
25	49	JUNEAU	2549000491	OFFICE/WAREHOUSE	17,300	100.00	17,300
25	49	KAKE	U254903316	PURSER STATION	60	100.00	60
25	49	KAKE	2549000510	FERRY TERMINAL BUILDING	500	100.00	500
25	49	KETCHIKAN	2549000172	GENERATOR BLDG	378	100.00	378
25	49	KETCHIKAN	2549000532	PARTS WAREHOUSE	6,000	100.00	6,000
25	49	KETCHIKAN	2549000533	OFFICE/UTILITY BUILDING	2,368	100.00	2,368
25	49	KETCHIKAN	2549000534	SHOP BLDG 1	7,200	100.00	7,200
25	49	KETCHIKAN	2549000536	FERRY TERMINAL	6,800	100.00	6,800
25	49	METLAKATLA	2549000622	FERRY TERMINAL BUILDING	636	100.00	636
25	49	PETERSBURG	U254903372	COVERED WALK	2,568	100.00	2,568
25	49	PETERSBURG	2549000731	GENERATOR BLDG	224	100.00	224
25	49	PETERSBURG	2549000736	FERRY TERMINAL BUILDING	2,400	100.00	2,400
25	49	SITKA	2549000173	GENERATOR BLDG	360	100.00	360
25	49	SITKA	2549000830	FERRY TERMINAL	3,397	100.00	3,397
25	49	SKAGWAY	U254903381	COVERED RAMP	1,584	100.00	1,584
25	49	SKAGWAY	U254903394	UTILITY	70	100.00	70
25	49	SKAGWAY	U254903504	OPERATOR STATION	84	100.00	84
25	49	SKAGWAY	U254903580	STORAGE	96	100.00	96
25	49	SKAGWAY	2549000155	STORAGE	432	100.00	432
25	49	SKAGWAY	2549000834	FERRY TERMINAL BUILDING	8,510	100.00	8,510
25	49	TENAKEE SPRINGS	U254903581	WAITING SHELTER	175	100.00	175
25	49	VALDEZ	2549000929	FERRY TICKET OFC	700	100.00	700
25	49	WHITTIER	2549000937	GENERATOR BLDG	360	100.00	360
25	49	WHITTIER	2549000938	FERRY TICKET OFF	676	100.00	676
25	49	WRANGELL	U254903582	COVERED WALK	756	100.00	756
25	49	WRANGELL	U254903583	PURSER STATION	32	100.00	32
25	49	WRANGELL	2549000944	FERRY TERMINAL BUILDING	2,360	100.00	2,360
25	49	WRANGELL	2549000945	GENERATOR BUILDING	360	100.00	360
	49 Total						104,668
25 Total							3,488,387
31	0	ANCHORAGE	L310005171	L OFFICE	22,792	100.00	22,792

Audit Report



DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES HIGHWAY DESIGN COST AND QUALITY COMPARISON

August 16, 1994

Audit Control Number:

25-4472-95

Division of Legislative Audit

P.O. Box 113300, Juneau, Alaska 99811-3300

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ORGANIZATION AND FUNCTION

The purpose of the Department of Transportation and Public Facilities (DOTPF) is to evaluate, plan, design, construct, manage, operate, and maintain all state transportation modes, transportation facilities, and buildings. To accomplish this purpose, the department is organized under a commissioner and a deputy commissioner in Headquarters, with regional directors assigned to operations in Southeast, Central, and Northern Regions. Each of the three regions also has four divisions of functional responsibility for Planning, Design and Construction (D&C), Maintenance and Operations, and Administrative Services. Northern Region is further divided geographically into the Western, Interior, and Southcentral Districts.

The design work that is the subject of this audit is the responsibility of the regional D&C divisions.. Each of these divisions is responsible for the preliminary engineering, right-of-way acquisition, project cost estimating and scheduling, construction contract formulation and administration, and construction engineering for individual projects. Within the preliminary engineering phase of a project, costs are incurred for site/location analysis, engineering, surveying, plan set preparation, traffic engineering, geotechnical/materials investigation, environmental analysis, and contract/bid document preparation, review, and award. While the term "design" may be assigned a myriad of meanings, for the purposes of this analysis we are defining it to include all of the work effort reported under the preliminary engineering umbrella. Each of the several items included under this umbrella can be performed by either in-house staff or consultants. DOTPF management and staff have represented to us that this decision is based primarily upon staffing constraints, the complexity and uniqueness of project design, and the prevailing political climate. The criteria used in this audit to define whether a project is designated as in-house versus consultant-designed is which organization completed the majority of the preparation of the plans, specifications, and estimates.

ALASKA STATE LEGISLATURE

LEGISLATIVE BUDGET AND AUDIT COMMITTEE

Division of Legislative Audit

P. O. Box 113300
Juneau, AK 99811-3300
(907) 465-3830
FAX (907) 465-2347

August 16, 1994

Members of the Legislative Budget
and Audit Committee:

In accordance with the provisions of Title 24 of the Alaska Statutes, the attached report is submitted for your review.

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
HIGHWAY DESIGN COST AND QUALITY COMPARISON

August 16, 1994

Audit Control Number

25-4472-95

As stated in the Objectives, Scope, and Methodology section of this report, the audit involved a comparison of the full cost of highway design services provided in-house by Department of Transportation and Public Facilities' (the department) staff with those furnished to the department by private industry engineering consulting firms. Further, the audit examined how any differences in the quality of these services could impact the cost of providing these services to the department.

The audit was conducted in accordance with generally accepted government auditing standards. Audit scope and methodology are discussed in the Objectives, Scope, and Methodology section of this report. Audit results can be found in the Report Conclusions and Finding and Recommendation sections.

Randy S. Welker, CPA
Legislative Auditor

Further, the selection criteria included like characteristics in such areas as design complexity, construction cost, geographical location, and time frame.

However, we determined that the only DOTPF program that could provide us with enough comparable data for our analysis was highway construction. Further, as the highway design section of the department has only relatively recently begun using consultants on a regular basis for plan set preparation, the design phase for many of these consultant-designed projects was not yet closed to charges (see Recommendation No. 1). As a result, few consultant projects were available in the universe from which we made our selections. Therefore, the probability of choosing comparable project pairs was lessened considerably and our sample size was decreased.

This led us to modify our paired project approach to instead select similar groups of projects from each of the three regions and therefore better address the equality of work scope and complexity issue. While it is impossible to find identical projects, it is possible to identify works with enough similar characteristics to address the effort comparability concern. These groups were comprised of projects of alike type and geography. The selections were made with significant input from both management and staff of the regional Design and Construction (D&C) divisions and representatives from the consultant industry. A total of twenty-four projects were selected, twelve designed in-house and twelve designed by consultant. Each selected project's design phase was closed, the records were auditable and, with one exception, the projects had all been constructed. See the appendix of this report for a listing and brief description of the selected projects.

Cost Components

The second issue to be addressed was that of comparability of cost components. Our approach to this task was to employ a full-cost methodology, whereby we would calculate the total resources used by the State in completing the preliminary engineering function for each selected project using inflation-adjusted dollars. This methodology involved including both direct and indirect (overhead) charges. Direct charges are those costs that bear an explicit, well-defined relationship to the project; they are identifiable and can be obviously traced to the project. This contrasts with overhead costs that indirectly support a project; while these charges provide an integral part of the framework necessary for the successful completion of the project, they relate to more than one project.

In order to complete a cost comparison between project groups designed by DOTPF staff and those designed by consultants, it is imperative that the cost elements of each group are comparable. Governmental accounting often does not place the emphasis upon full-cost accounting found in private industry; the full cost of a project is not always easily determinable from governmental accounting records. Moreover, governmental managers often are concerned solely with appropriation expenditures and balances rather than identifying full cost. While this is unfortunate for full-costing exercises, this approach is consistent with the manner in which funds are appropriated to state agencies.

OBJECTIVES, SCOPE, AND METHODOLOGY

In accordance with the provisions of Title 24 of the Alaska Statutes and a special request by the Legislative Budget and Audit Committee, we conducted an audit of the Department of Transportation and Public Facilities (DOTPF or the department) comparing the cost and quality of highway design services provided to the department. The objectives, scope, and methodology of our review were as follows.

Objectives

The objectives of our review were:

1. To compare the cost, using a full-cost methodology on actual DOTPF projects, of highway design services provided to the department by DOTPF staff with the cost of those services furnished by private industry engineering consulting firms (consultants).

2. To determine whether any differences in the quality of these services could impact the cost of providing these services to the department.

Scope and Methodology

As more fully described in the Report Conclusions section, we initially focused on choosing a selection of in-house and consultant-designed actual highway projects from the three DOTPF regions to compare. This entailed working closely with DOTPF management and staff and representatives from the Consulting Engineers Council of Alaska. Additionally, we reviewed plan sets, bid documents, accounting records, and consultant contracts in order to ensure the selections represented similar types of projects and comparable design effort.

Subsequent to their selection, we compared these in-house and consultant-designed projects on both a quantitative and qualitative basis. Quantitatively, we computed the full cost of projects, including all direct and indirect charges allocable to the specific design work. These costs were analyzed through the use of relative ratios in order to account for differences in scale. Qualitatively, we reviewed construction change documents and interviewed the construction firms that built these highway projects to determine if any differences in the quality of the plan sets existed.

Additionally, we reviewed numerous audits, studies, and reports from organizations that addressed this issue in other states. As considered appropriate, we incorporated various approaches and methodologies from these other documents into our study.

state agencies, such as telecommunications and data processing services, budget and audit efforts, risk management services, and procurement/leasing assistance, among others.

As discussed previously, consultants' fees normally include a share of the firms' overhead. To ensure comparable cost elements in the comparison of in-house with consultant-designed projects, the State's overhead that is allocable to the projects must also be included. As such, a means to identify, accumulate, and apportion these costs to projects in a manner that is proportionate to the amount of service or benefit received was necessary. Based upon discussions with DOTPF management and staff and representatives from the local consulting industry, we chose to modify the department's Indirect Cost Allocation Plan (ICAP) to provide a vehicle for accomplishing our objective. ICAP is an indirect cost plan designed to allow the department to recover overhead-type costs from federal grantor agencies. ICAP interfaces with AKSAS and collects allowable costs to be recovered and allocates them to projects based upon direct labor charges. However, as designed, ICAP does not take into account all costs necessary for our objective of calculating full cost. Specifically, costs such as services provided by other state agencies, fringe benefits of indirect personnel, and depreciation for state-owned buildings are not included in the current ICAP. Through a review of accounting records and discussions with department management and staff, we modified the ICAP cost collector pools to include these indirect costs. Actual expenditures from the accounting records were used whenever practical. In some cases, estimates and assumptions were necessary; however, these were made on a conservative basis after consultation with DOTPF staff. As a result, the ICAP rate was modified and recalculated to derive the estimated DOTPF overhead rate for D&C design projects of 60.23% of personal services direct labor charges.

ICAP's method of application is based on direct labor charges. A result of using this basis is that projects that use more in-house staff rather than consultants will receive more of the overhead costs. This is appropriate in that in-house projects, by definition, utilize departmental staff and facilities to a greater extent and therefore should be burdened with the applicable overhead that accompanies such use. While we realize that direct labor as the basis for allocation is not without its detractors, it was still considered appropriate for the purposes of this audit.

The overhead rates developed by consultants providing preliminary engineering services to the department are audited yearly by DOTPF's Internal Review section. We reviewed audits of the largest firms to ensure the components that comprise the firms' overhead rates are accounted for by DOTPF either as a direct charge or within the modified ICAP. DOTPF's overhead rate of 60.23% of direct labor charges as calculated above appears considerably lower than the overhead rates of the largest consulting firms. However, this disparity may be explained as a result of different approaches to accounting for the same cost components; DOTPF direct charges certain cost items to its projects while consulting firms often include these as items within their overhead rate calculation. There is no difference in the end result as all cost elements included in consultants fees are also included in the DOTPF projects after burdening with the modified ICAP rate; it is simply a matter of how the same cost components are classified and reported.

ALASKA STATE LEGISLATURE

REPORT CONCLUSIONS

As stated in the Objectives, Scope, and Methodology section of the report, the purpose of this audit was to compare the cost and quality of highway design services provided to the Department of Transportation and Public Facilities (DOTPF or the department) by in-house staff with those furnished by private industry engineering consulting firms (consultants).

As discussed more fully below, we conclude that consultants provide a less costly product. The magnitude of the difference depends upon the statistic used for measurement. However, an important caveat is that this conclusion is based upon a sample totalling twenty-four projects from the three DOTPF regions. While these projects were selected as being representative of the universe, it must be recognized that substantial variation between individual projects exists. As such, extrapolating the results of our review of these works to the universe of DOTPF projects may not be prudent. Additionally, some of this difference may be mitigated by variations in the quality of the consultants' services received by the department; less costly design work may in turn yield increased cost to construct.

Our detailed methodology, analyses, and conclusions follow.

FULL-COST METHODOLOGY

In order to proceed with a meaningful comparison between in-house and consultant design efforts, it was essential that we addressed the issues of both comparable work demands and comparable cost elements. Our approach and methodology to accomplish the former was to select, with input from both the department and representatives of the consulting industry, actual DOTPF projects, some designed by consultant and some by in-house personnel, that were determined to be representative of the different types of preliminary engineering work utilized by the department. Using a full-cost approach, the total resources required to complete the design work for these projects were then calculated. These costs were sorted and compared using relative ratios that would assist in smoothing any differences in project scope or magnitude. These ratios became the basis for our analyses.

Project Selection

Selecting projects for comparison involved reviewing a myriad of factors. Project characteristics such as design complexity, time period of design and construction, geographical location, environment, and construction cost can all affect the cost of preliminary engineering. Similar to studies performed in other states, our initial approach was to choose a number of design project pairs from the DOTPF regions, each comprised of an in-house and consultant selection, that included all modes of transportation construction that the department is responsible for, such as highways, aviation, buildings, and harbors. A project would only be considered for selection if its design phase was closed to further charges, its records were auditable and, if possible, its construction had been completed.

DIVISION OF LEGISLATIVE AUDIT

comparability. Cost to construct is considered a good indicator of the magnitude of a project and therefore its design requirement. However, design complexity can be misstated by using only construction contract amount as an indicator.

- Design Cost/Plan Sheet — This ratio expresses the amount of design effort expended for each plan sheet produced. Consultants purportedly use a similar ratio as a tool in determining their costs and charges prior to project development. However, this index is limited as different plan sheets may require vastly different amounts of effort to complete. Additionally, the content of each sheet may differ from designer to designer even on identical projects; different engineers may vary the amount of material on each sheet prepared based upon personal preference and different design practices.

- Design Cost/Highway Mile — This ratio is the design effort expended for each mile of physical roadway constructed. The advantages to its use include that it mitigates differences attributable to varying construction materials and different design practices. However, this ratio is insensitive to design complexity concerns, geographical differences, and variations in project types found in our project groupings; using this ratio, the comparison of the full cost of design of the reconstruction of an urban interchange to the rehabilitation of a rural highway may not be meaningful.

As each ratio has counter-balancing strengths and weaknesses, all three were initially selected to compare the in-house and consultant project groupings. However, based upon review of the projects comprising the different groups, only the first two ratios were considered reliable for determining magnitude of difference for our project selections. Design cost per highway mile does not lend itself well to analysis of groups comprised of varying types of projects; the problems alluded to in the interchange reconstruction versus highway rehabilitation example presented above hold true. While the conclusions provided by this ratio may be valid, the magnitude of the differences presented by it are suspect. As such, we used it to corroborate our findings determined by the other ratios, but did not attempt to utilize it to quantify the differences.

SUMMARY OF RESULTS — COST

Consultant-designed projects cost less than comparable in-house works

The overall analysis shows the cost of preliminary engineering is less when the PS&E work is completed by consultants. The magnitude of the difference can be expressed as the average of the percentage differences between the two primary ratios used in the overall analysis. As such, for the projects reviewed, the cost of consultant-designed projects was 24.3% less than the in-house projects. As our analysis included in-house projects with a calculated design cost of over $13 million, this equates to possible savings of over $3 million if these projects had been designed by consultants, with all other variables held constant.

DOTPF projects, whether designed in-house or by consultant, are accounted for on the Alaska State Accounting System (AKSAS). AKSAS allows for design project charges to be accumulated and accounted for under what is called the project structure; specifically, this structure is composed of individual five-digit identifying codes assigned to each separate preliminary engineering effort. Direct charges for personal services, travel, contractual, supplies capital outlay, and equipment are recorded to these codes based upon applicable source documentation, including time and equipment reports, travel authorizations, and invoices. In addition to direct labor charges for personal services of DOTPF employees, an estimated indirect rate approximating the related cost of personnel benefits is allocated to projects. As such, the project structure within AKSAS contains a hybrid of direct and indirect charges. However, as discussed below, other very significant overhead-type charges are not included under the project structure's umbrella.

For in-house projects, full cost consists of charges recorded to the project structure, both direct and indirect as discussed above, plus an allocation of the overhead that is not recorded to the projects. The cost to the State of consultant-designed projects will include the payments to the consultant as well as the often very significant charges, both direct and indirect, incurred by the State for selecting and managing the consultant as well as other work items of preliminary engineering. Charges from consultants typically encompass costs for time and expenses, overhead, and profit. In addition to managing the consultant contract, DOTPF staff participate along with the consultant in preliminary engineering project development and will often accumulate significant charges, the aggregate of which must be included in the total cost of consultant projects.

As briefly discussed in the Organization and Function, the cost analysis in this audit uses the full cost of providing all preliminary engineering services, which quite often includes significant charges other than for preparation of plans, specifications, and estimates (PS&E). This was made necessary by limitations within the State's accounting system, but will also allow a more balanced view of what resources are required to complete the total preliminary engineering effort on a project, whether it is to be done by consultants or in-house. This is consistent with our defining the term "design" to include the other areas found in the preliminary engineering phase as discussed in the Organization and Function section of the report.

Overhead

As discussed above, overhead-type charges must be included in order to calculate the full cost of design effort. Such costs are difficult to assign because they relate to more than one project. With the exception of the personnel benefits allocation directly recorded within AKSAS, the State's indirect charges are not captured and allocated to projects. While certainly not an exhaustive list, examples of the overhead-type charges within the department that are not allocated, but still support the delivery of preliminary engineering services, include supervision of design personnel, regional and Headquarters' management and certain support staff, building maintenance and operations, and support sections such as personnel and accounting. Additionally, DOTPF receives considerable centralized support from other

Central Region Analysis		
Project Designer	Design Cost/ Construction Contract	Design Cost/ Plan Sheet
In-House	31.78%	$20,645
Consultant	22.22%	$14,538
Consultant Savings	30.08%	29.58%

Southeast Region Analysis		
Project Designer	Design Cost/ Construction Contract	Design Cost/ Plan Sheet
In-House	14.78%	$16,151
Consultant	16.57%	$9,666
Consultant Savings	(12.11%)	40.15%

These analyses show that consultants are less costly for both Northern Region and Central Region. However, there is significant variability of the magnitude within these regions. We believe this to be founded in the composition of the projects selected from each region. Our goal was to include projects that represented the different types of highway construction work that DOTPF does; however, the type and number of consultant projects available for selection was not the same in all regions. The selection of Northern Region projects include, on average, more large reconstruction activities. Central Region's selections, by contrast, consist primarily of relatively smaller resurfacing, restoration, and rehabilitation efforts with two notable large reconstructions being the exceptions.

Southeast Region's results are mixed, with ratios of considerable magnitude indicating conflicting conclusions. However, only four projects from Southeast Region were included in our review (compared with ten each from Northern and Central Regions); the initial selection of eight Southeast Region projects was reduced due to various difficulties encountered in determining comparability of work effort. Additionally, Southeast Region's design and construction program is considerably smaller than the other regions. Based upon this and the small selection included in our review, we consider the results of Southeast Region's analysis to be inconclusive and do not place the reliance on it that we do on the other regions' results.

Consultant savings are greater for larger projects

Additionally, we compared the projects selected sorted by size; we assigned calculated design cost of $500,000 as the point of division between large and small projects. The results of these analyses follow:

Project Costing

Determination of the full cost of the individual projects selected began with the expenditures recorded to the specific preliminary engineering five-digit project structure codes within AKSAS. These charges were summarized from each project's inception through June 13, 1994. As discussed earlier, total expenditures for preliminary engineering were used as this aggregation provides a more conclusive comparison between in-house and consultant of the total cost of bringing a project up to the construction phase. The use of total preliminary engineering costs will have a tendency to smooth the results of the analysis, as even projects designated as designed by consultants will likely have a significant portion of their total charges result from in-house efforts; however, this is considered more meaningful than attempting to stratify portions of the design process and cost them individually.

The total charges recorded to the project codes did not include the allocation of overhead that is necessary to account for the indirect support provided to the projects. However, design projects that recorded charges in FY 94 or late FY 93 were allocated a portion of indirect costs by AKSAS based upon the unmodified ICAP in effect. These charges were removed so the project could be burdened with the new estimated overhead, based upon the modified ICAP rate.

Within the aggregated costs recorded to the project codes are charges for equipment and vehicles. However, due to federal cost-reimbursement requirements, the costs charged to the projects do not fully account for both operation and replacement of the equipment. Based upon a DOTPF-calculated utilization rate, we adjusted these charges to comply with the full-cost methodology necessary for the comparison. Additionally, we added the costs accumulated for any additional design work deemed necessary during the construction phase. The overhead burden, allocated using a percentage of direct labor charges, was then added based upon the modified ICAP. Finally, to ensure comparability and counter the effects of inflation, the Consumer Price Index was used to convert calculated costs to 1994 dollars. The resulting totals represent the full cost of design projects adjusted to current dollars.

Analysis Methods

Cost ratios were utilized to quantitatively analyze the projects selected. These relative ratios provide a fair basis for comparison as they assist in eliminating differences caused by dissimilar scopes or magnitudes of projects. Initially, we selected three ratios to use: calculated design cost expressed as a percentage of the original construction contract cost (as adjusted for inflation), calculated design cost per plan sheet, and calculated design cost per highway mile. These ratios are both recognized by industry standards and were used in similar evaluations in other states. Each ratio has its own distinct strengths and weaknesses as described below.

- Design Cost/Construction Contract Cost — The design cost, using the full-cost methodology, is divided by the construction contract amount; for the sole project that is yet to be constructed, the engineer's estimate of construction cost was used. The construction contract amount was adjusted for the effects of inflation to ensure

difference between the different designers; problems discovered during review would be rectified prior to the letting of the construction contract.

However, of those contractors with relevant experience who did express a preference (62%), the unanimous desire was to work with in-house-designed plan sets rather than consultants' efforts. Contractors stated that DOTPF staff produce a more consistently complete product, while consultants' efforts tended to be somewhat more variable in quality. Further, in-house designs were characterized as being more "user-friendly;" that is, details that improve the ease of construction were more likely to be found in in-house products. Many of the contractors attributed this to their perception that the department is more product-oriented than the profit-motivated consultants. The probable financial impact of this, albeit unquantifiable, is an increase in the cost to construct projects; designs that require significant additional effort by the construction contractor will result in greater cost to the State. This increase in cost was not included in the cost analyses shown above as it was not feasible to capture these charges. Though not readily evident, the extra effort required can be seen through modification to construction contracts as documented in change orders.

In-house-designed projects had fewer and less costly construction change orders

In conjunction with the interviews of the construction contractors, we also reviewed summary information of the construction contract change order documents on the projects selected for the cost analysis performed above. The goal of this analysis was to determine if the number and magnitude of change documents bore a relationship to the source of design. Our review showed the in-house-designed works averaging 13.2 change documents per project; the average dollar total was $187,692 per project. This contrasts with the consultant-designed works' average of 16.7 change documents per project and $419,235 average dollar total per project. It is certainly not possible to attribute the total difference noted to simply design work; a vast array of factors can require contractual changes in construction contracts. However, the results of this analysis support the claim that in-house work efforts may produce a plan set that is more easily constructed.

Quality Summary

Regardless of designer, all plan sets are subject to DOTPF's review prior to the letting of the construction contract. As such, the likelihood that significant errors and omissions will pass undetected is lessened. However, the quality of design work can also be measured in the ease of construction. While it is not practical to attempt to quantify the effect, the potential exists for consultant-designed projects to have a greater relative construction cost than similar in-house works. This is based upon testimonial evidence from the construction firms that build the projects and our analysis that a greater number of changes, with a corresponding greater cost, to the construction contract are required when consultants are used.

However, it is important to note that these conclusions are based upon a comparison involving twenty-four highway design projects. While the selections reviewed were chosen to be representative of the majority of work undertaken by DOTPF's highway program, the projects studied are only a small portion of the overall department program. Significant variability exists between individual projects. As such, care must be taken in extrapolating the results of this audit.

Due to the limited number of consultant-designed projects available for inclusion into the review, we believe it to be in DOTPF's best interest to continue to monitor the situation in the future as more consultant cost data becomes available (see Recommendation No. 1).

The results of the analysis aggregating all selected projects are as follows.

In-House	22.51%	$19,730
Consultant	16.52%	$15,391
Consultant Savings	26.61%	21.99%

This analysis shows that, for the projects selected, consultant projects are less costly than in-house when compared using a full-cost methodology. The average of the percentage differences between the two statistics used in the comparison is 24.3%.

Significant differences exist between regions

The above overall analysis was comprised of a weighted-average evaluation, based upon calculated design cost, of regional projects. However, significant variances exist between regions.

In-House	13.24%	$18,960
Consultant	12.21%	$16,908
Consultant Savings	7.77%	10.82%

FINDING AND RECOMMENDATION

Recommendation No. 1

The Department of Transportation and Public Facilities (DOTPF or the department) should periodically evaluate the overall mix of in-house versus consultant design work from a full-cost perspective.

Complex highway projects take many years from initial planning through final construction. DOTPF did not begin to use consultants with any regularity for highway design work until relatively recently. As such, the universe of consultant-designed projects from which we selected our projects for review was limited. This impacted our ability to choose paired projects of similar scope, complexity, and design effort. While we were able to overcome this through the group approach utilized in the audit, there would likely be substantial benefit to a paired project approach if comparable pairs could be matched. Additionally, the cost of design services is not static for consulting firms nor the department. A host of dynamics, including changes in organizational structure, technology, or staffing can make a substantial difference in the cost to the State of highway design efforts, regardless of the source of the design.

As stated in the Report Conclusions, the question for DOTPF management to answer is one of what mix of consultant/in-house preliminary engineering is optimal. To address this and the situation described above, we recommend that the department study the question of cost-effectiveness of consultant versus in-house designs at regular intervals in the future. This should be accomplished using a full-cost perspective; DOTPF should consider working with consulting groups or organizations to establish a methodology that is agreeable to all. As more consultant-designed works become available, the process should be considerably more streamlined and less arduous. Constant re-evaluation of the ever-changing environment will lead to the State receiving the highest quality design effort in a cost-effective manner.

Large Project Analysis		
Project Designer	Design Cost/ Construction Contract	Design Cost/ Plan Sheet
In-House	22.00%	$20,680
Consultant	15.10%	$15,906
Consultant Savings	31.36%	23.08%

Small Project Analysis		
Project Designer	Design Cost/ Construction Contract	Design Cost/ Plan Sheet
In-House	26.31%	$12,651
Consultant	24.13%	$12,623
Consultant Savings	8.28%	.22%

QUALITY CONSIDERATIONS

The second objective of the audit was to determine if any difference in the quality of design services provided to the department would impact the cost to the department. Quality of preliminary engineering or design services can be defined in terms of the ability to interpret drawings and specifications in a manner allowing the construction of the project in an error-free, efficient, and cost-effective way; the ultimate quality test is in the construction of the project. As such, our primary method of determining if a significant quality difference existed between in-house and consultant-designed works was interviews with the construction contractors who actually built the projects selected for the cost analysis portion of the audit. Subsequently, we reviewed aggregations of construction contract change documents for evidence of additional costs being incurred.

Construction contractors believe in-house-designed projects are more easily constructed

Discussions with the construction contractors centered on the accuracy, constructability, clarity, and completeness of the plans of the specific projects they constructed. Additionally, these contractors were asked to compare in-house designs with those completed by consultants for other DOTPF projects they had worked on. Confidentiality of responses was assured in all cases.

We attempted to contact all prime contractors for the projects selected; some of these firms did not have experience with both in-house and consultant designs. Of the firms with relevant experience, a minority (38%) stated they did not see an appreciable difference in the quality of plan sets. As consultant-designed works must still be reviewed and approved by DOTPF prior to the letting of the construction contract, these contractors felt there was little

APPENDIX

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
HIGHWAY DESIGN COST AND QUALITY COMPARISON
Projects Selected for Comparison
August 16, 1994

Eagle River Road - MP 0 - 6	Central	Consultant	Resurfacing of a rural two-lane highway with improvement of drainage ditches.
West Anchorage Safety Improvements	Central	Consultant	Construction of left-turn channelization, conversion of one-way street to two-way, and installation of complete traffic signal.
Juneau North Douglas Overlay	Southeast	DOTPF	Resurfacing of rural highway and guardrail upgrades.
Craig to Klawock Overlay	Southeast	DOTPF	Repaving of rural highway.
Mitkof Highway - Scow Bay to Papke's Landing	Southeast	Consultant	Reconstruction of highway, including culvert replacements, grading and paving.
Juneau Lemon Road Overlay	Southeast	Consultant	Resurfacing of highway, guardrail upgrades, and a concrete overlay on an existing bridge.

Source of Data: Department of Transportation and Public Facilities

AUDIT CONCLUSION AND COMMENTS

Based upon the results of contrasting twelve in-house design projects with twelve comparable consultant-designed works using a full-cost methodology, we conclude that projects where consultants provide substantial preliminary engineering services are less costly than similar projects completed primarily by in-house personnel; the overall analysis shows consultant projects costing approximately 24% less than their in-house counterparts. However, it is vital to understand that this conclusion may not hold true if projected to the universe of DOTPF highway design projects. The variability of the projects leads us to believe that the magnitude of the results may not be as great if different projects were selected and evaluated. Additionally, some of this cost differential may be mitigated by variations in the quality of the work product and services received from consulting firms; although not quantifiable, these variations in quality have the possibility to increase costs of construction, thereby negating some or all of the savings detailed above.

The solution to the question of whether to use in-house staff or consultants to perform preliminary engineering services for DOTPF cannot be answered by looking strictly at either quantitative or qualitative measures; rather, both must be carefully reviewed and an informed decision be made based upon the results. It is doubtful that the optimal solution should lead to the total exclusion of the other group. If only consultants were used, in-house engineers would still have to be retained for review and contract management purposes. Conversely, it would not appear to be efficient for the department to use only state employees for design tasks; aside from budgetary and staffing constraints, periods of peak workloads and specialty work would not be handled as efficiently if a group of experienced consulting firms were not prepared and trained in DOTPF's requirements.

As such, the question to be answered is one of what mix of consultant/in-house preliminary engineering is optimal. This is a question for DOTPF management to address. A multitude of factors must be taken into account in determining this mix; the qualitative and quantitative analyses we utilized in this audit are but a few of the many tools that may be used. As we discuss in Recommendation No. 1, it is in the department's best interest to monitor this situation and make changes based upon defensible guidelines. The overall goal of achieving high quality preliminary engineering services in a cost-efficient manner should continue to be pursued.

TONY KNOWLES, GOVERNOR

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DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

OFFICE OF THE COMMISSIONER

December 29, 1994

Mr. Randy S. Welker
Legislative Auditor
P.O. Box 113300
Juneau, Alaska 99811-3300

RECEIVED
JAN 31995
LEGISLATIVE AUDIT

Dear Mr. Welker:

Reference is made to the preliminary audit report transmitted by your office on December 5, 1994 relating to the "Department of Transportation and Public Facilities, Highway Design Cost and Quality Comparison, August 16, 1994."

This preliminary report remains essentially unchanged from the earlier one responded to on September 23, 1994; copy enclosed. As a result we have no additional comments to offer.

Thank you again for the opportunity to comment.

Sincerely,

Ron Lind
Acting Commissioner

Enclosure

APPENDIX

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES
HIGHWAY DESIGN COST AND QUALITY COMPARISON
Projects Selected for Comparison
August 16, 1994

Alaska Highway - Johnson Rd. to Dot Lake	Northern	DOTPF	A major reconstruction of a rural highway including one bridge. Significant effort spent on embankment stabilization.
Tok Cutoff - MP 0 North	Northern	DOTPF	A thirty-mile resurfacing, restoration, and rehabilitation project for a rural highway.
Taylor Highway - MP 0 - 23	Northern	DOTPF	A total reconstruction of twenty-three miles of a rural highway. No major structures were within the scope.
Geist Extension - University to Peger	Northern	DOTPF	New six-lane urban expressway construction including bridges, intersections, and an interchange with utility relocation.
Denali Highway - MP 0 - 21	Northern	DOTPF	A twenty-one mile rural resurfacing, restoration, and rehabilitation project.
South Fairbanks Expressway East	Northern	Consultant	New construction of an urban roadway, including bridges and significant utility relocation.
Dalton Highway - MP 111 South	Northern	Consultant	Rural resurfacing, restoration, and rehabilitation project including numerous culverts and ditches.
Alaska Highway - MP 1270 - 1285	Northern	Consultant	Major reconstruction of a rural highway with extensive excavation and earthwork.
Dalton Highway - MP 209 South	Northern	Consultant	Rural resurfacing, restoration, and rehabilitation project including replacement of numerous culverts.
Taylor Highway - MP 43 - 66	Northern	Consultant	A twenty-one mile grading and drainage reconstruction of a rural highway.
Seward Highway/Nash Rd. Intersection	Central	DOTPF	Traffic safety improvement including widening of highway and addition of left turn lane.
Glenn Highway - MP 35 - 56	Central	DOTPF	Rural resurfacing including significant improvements such as truck climbing lanes.
Raspberry Rd. - Jewel Lake to Northwood	Central	DOTPF	Reconstruction of a rural two-lane roadway into an urban four-lane roadway with raised medians.
Alyeska Highway - MP 0 - 2.8	Central	DOTPF	Resurfacing of a rural two-lane highway with replacement of two concrete bridge decks.
C Street Corridor Transit Improvements	Central	DOTPF	Construction of transit turnouts and connecting pathways in an urban area.
Kalifornski Beach Road Intersection	Central	Consultant	Intersection improvement to provide for channelization, including removal of the raised median.
Rezanof Drive - Anton Larson Rd. to East Mill Rd.	Central	Consultant	Resurfacing of a major corridor in Kodiak, including drainage improvements.
Boniface Parkway - Tudor to DeBarr	Central	Consultant	Reconstruction of a rural two-lane roadway into an urban four-lane roadway with raised medians.

At the present time the department does not have a process in place for periodic evaluation of consultant usage. Any comparisons being accomplished at the time are at the regional level and at the discretion of the Regional Directors. Once we receive your official report, consideration will be given at the Headquarters level for establishing a statewide process for evaluation on a periodic basis.

In summary, this department is committed to achieving the goal of high quality preliminary engineering services in a most cost effective manner. Anything we can implement to achieve this will be considered.

Thank you for the opportunity to comment.

Sincerely,

for Michael A. Barton
Commissioner

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix L

Privatization Subcommittee member report on Design and Construction activities dated October 28, 1999

STATE OF ALASKA

DEPARTMENT OF TRANSPORTATION
AND PUBLIC FACILITIES
OFFICE OF THE COMMISSIONER

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September 23, 1994

Mr. Bill O'Leary
Auditor in-Charge
Division of Legislative Audits
3305 Arctic Boulevard, Suite 101
Anchorage, Alaska 99503

Dear Mr. O'Leary:

Please accept our apologies for the delay in providing these comments on the referenced draft report.

It appears that the auditors attempted to do everything possible to make the work demands and cost elements for analysis comparable. This was a difficult task considering all of the variables and the limited number of comparable projects. The aim was to determine which designs were the least expensive, those done by consultants or by in-house departmental forces. The following comments are offered:

The elements involved in determining whether a highway project is designed in-house or by consultant include availability of forces, expertise required, and economical advantage. 23 USC 302 (A) requires that the State maintain a Highway Agency capable of planning, designing, constructing and maintaining the transportation network.

Economics in maintaining a reasonable level of in-house staffing is based on a level of manpower capable of handling the normal level of work. It is when the amount of work peaks above normal, and we find ourselves short on manpower, expertise, or are faced with an obvious economical advantage through utilizing a consultant, that we contract out the design work to consultants.

Your recommendation that the department study the question of cost effectiveness of consultant versus in-house designs at regular intervals in the future is well taken. Periodic review by the department utilizing full-cost perspective comparison will assist in ensuring that we are receiving the most economical and effective designs. In addition, we are obligated to evaluate the qualitative measures as well.

Alaska DOT&PF, Design & Construction 10/28/99

Privatization Recommendations

Privatization should be incorporated into Design and Construction to consolidate and streamline the design build process as well as upper management. As with any Government organization there are excessive and redundant levels of management and the Alaska DOT & PF is no exception. Privatization can reduce the levels of bureaucracy if implemented correctly and improve the efficiency of the entire system.

Of all the organizations D&C is the simplest to privatize because all of the services they provide can be done by the private sector and a good percentage is currently under contract now. The Department's policy for Consultants now is to let private enterprise handle the their work load peaks. For the benefits of privatization to come through there has to be a consistent flow of work, such as the entire spending program for Statewide Aviation.

I propose these recommendations for the committee to consider that will benefit the State and the Department.

#1 Bridge Design- The statewide Bridge Design section is currently located in Juneau for some obscure historical reason. This location is not cost effective, efficient, or convenient since a majority of the bridges in this state are not in the Southeast Region. Private design companies can design and stamp bridge plans relieving the State of potential liability. Currently a certain percentage of bridge designs (usually the more complex) is given to consultants.

Recommendation- Let the private sector handle 100% of the bridge designs and the inspection program. Move the Chief Bridge Engineer and three of the Design Engineers to Anchorage for accessibility and oversight of the consultant provided bridge designs.

#2 Headquarter Materials vs. Regional Materials – Currently these are two distinct sections, Headquarter materials provides foundation and retaining wall materials investigations on a statewide basis, while each region has a materials section that provides centerline investigations for roadway and other projects. Each section has there own Engineers, Technicians, equipment, etc.

Recommendation- Consolidate Headquarter Materials and Regional Materials into one single Materials Section and let private practice have a larger share of the work. The Department should not have a drill rig and crew when there are several private drilling companies able to do the work. All foundation and retaining wall geotechnical reports should be done by private enterprise to avoid the liability issues associated with them.

#3 Aviation Privatization Pilot Program- Currently the DOT&PF performs its own statewide Airport designs and construction management in house with a hierarchy identical to the Highways program only much smaller in scale, probably in the order of 10%.

Recommendation- Take the statewide Aviation Program and allow private practice to provide planning, design and construction administration of all airport-related projects. The State will provide overview of the program and monitor and measure its success. Consultants have done much of the design work the Anchorage International already. Basically the rural airport design sector would become available to private practice.

#4 Southeast Region Highways Privatization Pilot Program-Each Region within the Department is responsible for its own Highways plan.

Recommendation- Let the Southeast Region operate their highway program with 100% consultants for planning, design and construction administration. Of the three programs the SE Region is the smallest

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix M

Privatization Subcommittee member report on Design and Construction activities dated October 4, 1999

interviewed selected individuals from the staffs of both agencies to develop further understanding of budget information, program descriptions, maintenance methods and requirements, overhead allocation methods, efficiencies/deficiencies of a combined program , and potential cost savings or level of service improvements.

A. Proposed Unified Road Maintenance Contract

For a number of years, the State and Municipality have entered into agreements to transfer the responsibility for maintenance of specific roadways from one agency to the other. These agreements, commonly referred to as "exchange of responsibility agreements", are intended to require approximately equivalent amounts of effort and cost by each agency for the exchanged roadways. Operational efficiencies have resulted for both agencies including lower costs and improved maintenance service levels. Approximately 80 lane-miles of each agency's roadway have been exchanged. In addition, under existing agreements, the Municipality maintains all Municipal and State traffic signals within Anchorage Municipal boundaries and approximately 15 lane-miles of State roadways in the Eagle River/Birchwood area. The State reimburses the Municipality its costs to perform the agreed maintenance.

In recognition of continually reduced funding and increased costs for road maintenance by the State and Municipality, steps must be taken to increase efficiency. Otherwise, service levels have to be lowered. Based on previous exchange or transfer of responsibility agreement experience, it was decided to explore the feasibility of the State contracting with the Municipality for maintenance of State roadways in Anchorage to determine if desirable efficiencies could be achieved. The proposed URM Contract would transfer all road maintenance responsibilities to the Municipality with funding provided by the State. The Municipality would maintain all State roadways between the intersection of the New and Old Glenn Highways near the Knik River Bridge to the north of Anchorage and the south side of the Placer River Overflow Bridge to the south of Anchorage. All State roads, drainage, illumination,

precondition requirements of the State/Public Employees Local 71 Labor Agreement for subcontracting for services?

5. Is the URM Contract budget proposed by the State appropriate? If not, what adjustments are recommended?

6. Can the different service levels provided on similar Municipal and State roadways be continued by the Municipality under the URM Contract?

7. How will weather-affected cost variations be handled?

Because certain types of records which would be useful to the required analysis are not kept by either the State or Municipality, the information and analyses in the following sections provide varying levels of satisfaction to the questions and issues raised. In addition, there are some differences in record keeping between the organizations which limit the confidence of the analysis. The limitations are pointed out where pertinent.

II ANALYSIS

An overall understanding of the similarities and differences between the State and Municipal road maintenance programs is necessary to establish a basis for any analysis. The primary components that make up each program are the infrastructure, operational costs and budgets, and maintenance operations methods and policies. The following paragraphs describe the results of the component analysis. The conclusions derived are subsequently used to analyze the URM Contract.

Alan C.

October 4, 1999

Committee on Privatization

Recommendations for privatization of Alaska DOT/PF:

DOT/PF consists of over 3,000 persons with an estimated 750-persons in Design and Construction groups. DOT/PF is responsible for one of the largest budget sectors in the State. Historical information shows that DOT/PF costs to develop design and construction projects are in many cases over two times higher than skilled and knowledgeable Alaskan technical consultants. It is the opinion of many businesspersons that DOT/PF should be downsized to provide consistent leadership and expertise in the following technical areas:

- Historical documentation
- Record keeping
- Planning
- Management of bridge and road inspection
- Overall C.I.P. Project Management

It has also been suggested that DOT/PF should redefine their role in terms of actual FHWA requirements. The proposed procedure to perform this reorganization would be to form a core group acceptable to FHWA. The proposed approach would be as follows:

1. Define which FHWA functions must be supported by DOT/PF and those that can be out sourced.

2. Identify the minimal number of DOT/PF employees required to support the FHWA highway regulations and key State needs.. DOT/PF C.I.P. program staffing levels are expected to reduce from the current level of about 750 persons to possible one-half that level and yet continue to provide quality and necessary services to the State.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix N

Privatization Subcommittee member report regarding on-site store; sample NAPA RFP

Appendix II
Example "Parts Store" RFP's

Andy Lindahl

October 29, 1999

To: Subcommittee, Privatization Taskforce Alaska DOT

Dear Subcommittee:

Our assignment is to focus on the State of Alaska DOT State Equipment Fleet. Our responsibility is to review possible areas of privatization that will have substantial real dollar cost savings, improve efficiency, productivity and services for the state equipment fleet.

One area that has real dollar cost savings to the state is the privatization of parts supply system, commonly referred to as integrated supply or an onsite store. Listed below are some of the real, measurable advantages of forming an onsite parts supply system for all light and heavy-duty parts and supplies for the state equipment fleet. The program must be flexible and designed to fit the needs of the state equipment fleet to accommodate demographics and any other special needs. It must fit the needs of the state.

1) **Savings: Cost of Funds:** The onsite store would own and manage the inventory, freeing up millions of dollars. The existing inventory would be issued and depleted at no charge to the state equipment fleet. The state would no longer have 2.6 Million dollars tied up in inventory.

2) **Savings: Cost of Obsolescence**: Obsolescence is a huge cost that would be eliminated and diverted to the onsite store (Normally,around 10% of inventory is obsolete). Furthermore, the risk of losses due to shrinkage would be eliminated and will be the responsibility of the onsite store.

3) **Savings: Part Acquisition Costs:** The State currently does not require a bid process for purchases under $2500. Also, the State only bids on a state wide basis a few commodity items such as tire chains, oil products, nuts and bolts, etc. This is a token amount of what is purchased by the State equipment fleet. Are they really getting the best value (service, quality, and availability) for their buck? Onsite stores have a proven record of accomplishment for substantially reduced part acquisition costs.

4) **Savings: Administrative:** The onsite store would be responsible for all accounts payable and purchasing. The state would only cut one check to the onsite supplier. This would reduce a huge amount of accounts payable and purchasing expense to the state. The 1998 NIGP survey gives an average cost of $100 to $160 for government agencies to process a purchase order. This results in real cost savings of $15,000 to $24,000 per month for a vehicle

fleet of 500 vehicles. The administrative cost for the DOT was huge and way above the national average

5) **Savings: Data Processing:** The onsite supplier would be responsible for computerized inventory management and possibly fleet management maintenance software.

6) **Productivity Improvements: Mechanics:** An onsite supplier should be able to improve off the shelf demand up to 85% and next day service should be up to 95%. (Currently not measured by the state.) This increase in the service level will improve mechanic productivity (currently not tracked by the state) and efficiency in turn reducing equipment down times and other consequential costs. Improved productivity of in house resources may also reduce the number of outside repair jobs.

7) **Productivity Improvements: Miscellaneous:** Onsite supplier will provide disposal of used tires, batteries, motor oil, hydraulic fluid and antifreeze. In addition, the supplier should be able to provide free or low cost training to the mechanics to improve productivity. The supplier should provide all MSDS sheets.

An onsite store has tremendous cost savings and improved service to the State of Alaska. The results are higher quality parts and supplies at reduced prices delivered to the mechanics to improve shop productivity and efficiency.

Actual dollar savings can be researched for the State of Alaska equipment fleet for each of the above categories and be submitted. There are many existing onsite store locations operating throughout the country that can be visited or contacted for validation of effectiveness. In addition, there is numerous articles supporting onsite suppliers that are available for reference. Examples of requests for proposals are available to expedite the process.

Sincerely,

Andy Lindahl

Company Name
Address
City, State, Zip Code
Phone Number

Date: RFP Number:

Request for Proposal for Turnkey Parts Operation

The [redacted] is now accepting proposals for a Turnkey Parts Operation for the [redacted] Fleet Management Department.

Attached are copies of the specifications necessary to complete this proposal. Please review these specifications carefully. A pre-bid conference will be held on [redacted], in the [redacted] Kindly bring a copy of the specifications with you at that time.

All proposals are due in the Office of the Purchasing Director, [redacted], no later than [redacted]. All proposals should be submitted in a sealed opaque envelope, plainly marked with the proposal number and service description, as follows:
"TURNKEY PARTS OPERATION; RFP #."

The [redacted] is an equal opportunity purchaser. All interested and qualified vendors are encouraged to bid.

Sincerely,

[redacted]
Purchasing Director

Section I

Instruction to Proposers

1.00 Introduction: [redacted] Fleet Department is seeking proposals to furnish a turnkey parts operation. The specifications for this proposals are contained in this document. Attention must be paid to al requested items contained in this "Competitive Sealed Proposal" request, hereinafter referred to as Request for Proposal (RFP). Proposers are invited to submit proposals in accordance with the requirements of this RFP. Please read the entire package before proposing. Proposers shall make the necessary entry in all blanks provided for the responses. The prices offered by the proposers shall be firm for acceptance for a period of ninety (90) days from the date of proposal opening. This solicitation is automatically canceled unless an extension is requested by the [redacted] and accepted by the proposer. This entire set of documents constitutes the RFP. The proposer must return this document with all information necessary to properly analyze proposer's quotation in total and document with all information necessary to properly analyze proposer's quotation in total and in the same numerical order in which it was issued. Proposer's notes, exceptions and comments may be rendered on an attachment, provided the same format of this RFP text is followed. All proposals shall be returned in a sealed envelope with proposal number and opening date clearly stated on outside of envelope.

1.01 Scope: It is the intent of these specifications to grant to the proposer the right to furnish a Turnkey Parts Operation for the [redacted] Fleet Department.

1.02 Proposal Opening: Sealed proposals will be accepted in accordance with the instructions detailed in the cover letter. At this time, the proposals will be considered closed. The Proposer shall file all documents necessary to support its proposal and include them with its proposal. The Proposer shall be responsible for the actual delivery of proposals during business hours to the address indicated in the cover letter. It shall not be sufficient to show that the proposal was mailed in time to be received before scheduled closing time for receipt of proposals.

1.03 Proposal Reservations: The [redacted] reserves the right to reject any or all proposals, to award in while or in part and to waive minor immaterial defects in proposals. Negotiations may be necessary in order to complete the contract. The [redacted] may consider any alternative proposal that meets its basic needs.

1.04 Liability: The [redacted] is not responsible for any cost incurred by a Proposer in the preparation of proposals.

1.05 Changes/Alterations: Prosper may change or withdraw proposal at any time prior to proposal opening; however, no oral modifications will be allowed. Only telegrams, letters, or other formal written requests for modification or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by the [redacted] prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened will then be corrected in accordance with such written request, provided that the written request is contained in a sealed envelope which is plainly marked "Modification of Proposal."

1.06 Pre-Proposal Conference: A pre-proposal conference will be held on the date and the place specified in the cover letter. The purpose of the conference will be to provide interested Proposers with an oral presentation of the [redacted]'s requirements, and to allow the presentation of questions. Therefore, it is important for all Proposers wishing to submit proposals to attend this function. Any information provided is not official unless reduced to writing by the Purchasing Department. Copies of the official information will be provided to all Proposers who received an RFP.

1.07 Financial Responsibility: The [redacted] *may* consider the following financial information, or acceptable substitute, to establish Proposers' financial viability.

1.07.1 Most recent available audited financial statement or material that will indicate financial viability.

1.08 Award: The following factors will, at a minimum, be considered in contract award.

1.08.1 Proposer experience and ability to design, furnish and install satisfactorily operating systems.
1.08.2 Proposer responsiveness.
1.08.3 Financial strength.
1.08.4 Proof of insurability.
1.08.5 Overall approach to project.
1.08.6 List other successful installations in the United States including names and locations of facilities, contact persons and telephone numbers.
1.08.7 All other provisions of this RFP.

1.09 Clarification of Submittals: The [redacted] reserves the right to obtain clarification of any point in a respondent submittal or to obtain additional information.

1.10 Proposer Questions and Inquiries: Proposers having questions and inquiries must direct them:

[redacted] Fleet Management
Randy Goers
704-336-7653

1.11 Use of Name: The [redacted] is not engaged in advertising, sales promotion, or other publicity purposes. No advertising, sales promotion, or other publicity materials containing information obtained from this proposal are to be mentioned, or imply the name of the [redacted], without prior express written permission.

1.12 Submitted Quantities: Two copies of the proposal and supporting documents must be submitted with all proposals.

1.13 Bribery Clause: Proposer certifies that no employees of theirs, any affiliate or Subcontractor has bribed or attempted to bribe an officer of employee of the [redacted].

1.14 Final Contract with Successful Proposer: Any or all statements contained in the proposal or made during negotiation (if applicable) shall become part of the final contract for services.

Section II

General Conditions

2.00 General: The following section of this RFP presents general requirements or facts which each proposer should be aware. These requirements of the RFP are not to be viewed as a formal agreement; they are presented to the potential Proposers a brief outline of the nature of the RFP. A formal agreement will be developed with the proposer who receives the award.

2.01 Compliance with, Insert Your Company Name, State and Federal Laws and Permit Requirements: The successful Proposer shall comply with all rules, regulations (health, fire and safety), laws and permitting requirements of the Company Name, Company Name, the State of Insert State Name, the Environmental Protection Agency (EPA) and the U.S. Government, now in force or hereafter to be adopted.

2.02 Licenses and Permits and Taxes: The successful Proposer shall abide by all ordinances and laws pertaining to this operation and shall secure, at his expense, all licenses and permits necessary for construction and operation of the systems. He shall also be solely responsible for payment of any and all taxes and permit fees.

2.03 The successful Proposer will design, furnish and install at its own risk, at the Insert YourInsert Your Company NameGarage, a system for turnkey parts operations.

2.04 The successful Proposer will design, construct and commission the system to the Insert YourInsert Your Company NameFleet Management Department.

2.04.1 The successful Proposer will be responsible for obtaining all necessary construction and operation permits from local and state agencies.

2.05 Proposer's Insurance: The successful Proposer shall not commence any service in connection with the Agreement to be entered into until they have obtained all of the following types of insurance and such insurance has been approved by the Insert Your Insert Your Company Name(Worker's Compensation, Public Liability and Property Damage and Subcontractor's Liability and Property Damage as outlined in paragraph 2.06 through 2.08. The successful Proposer shall not allow any subcontractor to commence service on their subcontract until all similar insurance required of the subcontractor has been obtained and approved.

All insurance policies shall be with insurers qualified and doing business in North Carolina. The [redacted] shall be furnished proof of coverage of insurance by certificates of insurance accompanying the contract documents and shall name the [redacted] as an additional named insured. The successful Proposer shall provide the [redacted] a thirty (30) day cancellation notice in the event this insurance coverage under the agreement to be entered into is canceled.

2.06 Worker's Compensation Insurance: The successful Proposer shall secure and maintain during the life of this Agreement to be entered into, worker's compensation insurance for all of their employees connected with the work on this project and, in case any work is sublet, the successful Proposer shall require the subcontractor similarly to provide worker's compensation insurance for all of the latter's employees unless such employees are covered by the protection afforded by the successful Proposer. Such insurance shall comply fully with Insert State Name Compensation Law. In case any class of employees engaged in hazardous work under this contract at the site of the project is not protected under the Worker's Compensation Statute, the successful Proposer shall provide, and cause each Subcontractor to provide, adequate insurance satisfactory to the Insert Your Company Name, for protection of their employees not otherwise protected.

2.07 Proposer's Public Liability and Property Damage Insurance: The successful Proposer shall secure and maintain during the life of this Agreement to be entered into, comprehensive general liability and comprehensive automobile liability insurance and shall protect them from claims for damage for personal injury, including accidental death, as well as claims for property damages which may arise from operations under this agreement whether such operation be by themselves or by anyone directly or indirectly employed by them. The amount of such insurance shall be minimum as follows:

(a)	Bodily Injury Liability:	$1,000,000 each accident
(b)	Automobile Property Damage Liability:	$500,000 each accident
(c)	Property Damage Liability:	$1,000,000 each accident
		$1,000,000 aggregate operation
		$1,000,000 aggregate protective
		$1,000,000 aggregate contractual

Insuring clause for both bodily injury and damage shall be amended to provide coverage on an occurrence basis.

2.08 Indemnification Rider: The successful Proposer agrees to indemnify and save harmless the [redacted], its agents, or employees, from and against all loss or expense (including cost and attorney's fees) by reason of liability for damages because of bodily injury, including death, at any time resulting therefrom, sustained by any person or persons, or damage to property, including loss of use thereof, arising out of or in consequences or the performance under the agreement to be entered into whether such injuries to persons or damage to property is due or claimed to be done to the negligence of the Proposer, his/her subcontractor, the [redacted], their agents or employees, except only such injury or damage as shall have been occasioned by the sole negligence of the [redacted]. Compliance with the foregoing requirements shall not relieve the Proposer of its liability and obligations under this section or under any other portion of this contract. Proposers regulated by the Public Service Commission are required to respond by stating what provisions of their tariff satisfy the requirements of this paragraph.

Section III

Technical Requirements

3.00 Purpose

[redacted] is seeking proposals from firms qualified to provide a Turnkey Parts Operation for the Fleet Management Department.

3.01 Background

The Fleet Management Parts Division carries approximately 2000 line items valued at $1,000,000. The Parts Division is located in the Fleet Management facility located at 900 W. 12th Street, [redacted], North Carolina.

3.02 Scope of Services

The selected vendor shall provide staffing, management and parts necessary to run an efficient and effective parts operation that covers all hours worked by Fleet Management. Operating hours at Fleet Management are Monday through Friday 07:30 to 18:00. Saturdays and holidays from 07:00 to 15:00. All parts, including lubricants, necessary to maintain the [redacted]'s fleet will be covered by the resulting contract.

Specifics to be provided:

3.02.1 Inventory control over all parts and equipment necessary to provide 80% of the parts requirements within one hour of the request and 90% within four hours.

3.02.2 All parts will be the property of the selected vendor per the [redacted]'s terms and conditions. The [redacted] may maintain ownership of older specialized inventory.

3.02.3 Billing to the [redacted] for items used will be on a monthly basis.

3.02.4 Comprehensive reports on the parts activity, including cost and inventory in stock and currently on order will be provided to Fleet Management on a weekly basis. Some activity items will be required on a daily basis, such as lost sales, back orders and number-of-days on order.

3.02.5 Procurement of sock and non-stock parts, supplies and shop equipment for resale to the [redacted].

3.02.6 Outside maintenance services (labor and parts), warranty labor and parts as required by Fleet Management.

Proposal submitted should address how these services will be provided. Also, the following items should be addressed:

3.02.7 The successful vendor shall inventory the present stock of [redacted]-owned parts and supplies and mark each item for sale back to the [redacted] on a no-charge basis as requisitioned by Fleet Management. Original equipment quality parts, supplies and equipment or the equivalent or better are required. A minimum of Grade 8 as required on all fasteners. All hydraulic equipment and parts must meet JIC and SAE specifications. The [redacted] reserves the right to inspect the quality, materials, supplies and equipment and to reject items deemed inferior (e.g., not meeting OE standards or better). The vendor may use a bar coding system to identify and track all parts. The system (if used) will be readable by the computer system used by the vendor and integrated with the system's inventory control plan.

The [redacted] will work with the successful vendor throughout the contact period to determine the parts, supplies and equipment to carry in inventory. This determination may be based on usage, fleet size, critically of the part(s), ordering, turnaround time or any combination of these factors.

3.02.8 The successful vendor shall evaluate the present inventory of parts monthly to identify:

a. Obsolete vehicle parts that should be taken out of stock. These parts will be presented to the [redacted] for analysis.
b. Vehicle parts that should remain in stock, and/or be increased or decreased due to usage history.
c. Warranty parts.

3.02.9 The vendor shall use a computer system to control and report on inventory operations. The vendor will utilize computer hardware and software system capable of monitoring and reporting: parts on hand, on order, back order, usage, costs, and complete repair order information on vehicles and equipment (including history data and billing information). This information will be used by the vendor as

well as Fleet Management to monitor usage and cost. The [redacted] reserves the right to ask for all reports considered necessary to monitory the contractor's operation and to receive them on whatever frequency needed (i.e. daily, weekly or monthly).

3.02.10 The successful vendor will provide sufficiently trained, knowledgeable and service-oriented personnel to efficiently and effectively operate the total parts function as detailed. Note: During emergencies, the [redacted] operates on a 24-hour basis.

The vendor will be responsible for hiring, staffing, promoting, transferring and dismissal of all employees needed for this operation. Fleet Management will interview and must agree on the parts manager or supervisor selected by the vendor. Also the vendor shall be responsible for all taxes, fringe benefits and training for all personnel needed for the performance of the resulting contract. Fleet Management reserves the right to demand that the vendor discipline/dismiss any employee that is deemed detrimental to the parts operation. The vendor must comply with all such requests. The manpower plan proposed by the vendor must be submitted to the [redacted] for approval.

3.02.11 Facility Requirements:

Fleet Management will provide the parts storage area of the facility [redacted] to the successful vendor free of charge. This includes heat, electricity, water, restrooms, break phone, phone, fax, copier, office furniture (such as desks and chairs) and parts shelving.

The vendor will exercise total control/responsibility of the stockroom. No one may enter the facility without the permission of the vendor's management personnel. Building Maintenance will retain access to the area for maintenance requirements on the building or systems and for emergency repairs.

3.02.12 Inventory Requirements:

The vendor will install a terminal at Fleet Management's parts section that provides on-line inventory information to vendor-owned warehouse outside the Fleet Management facility. The vendor must

have use of an adequate computer system and should have access to sufficient inventory within the [redacted] area by vendor's own warehouse, or by negotiation with one or several local parts operations to supply the majority needs. Response time is crucial. Consequently, this backup inventory must be located in or near [redacted] to provide quick service.

3.02.13 Vendor Marketing Proposal

Vendor to provide the following information:

1. Number of stocked items in local warehouse.
2. Response time to parts request.
3. Vendor's normal delivery schedule from: 1) local warehouse to store (i.e., [redacted] facility); and 2) regional warehouse to store. Additionally, vendor to state normal delivery time for emergency parts deliveries for locally available parts (both from vendor and non-vendor stock).
4. Marketing plan for store; e.g., inventory levels, inventory levels, inventory analysis, OEM parts purchases, etc.
5. Proposed staff level, job description, and vendor-provided equipment (e.g., terminals, trucks, etc.)
6. Cost accounting:
   a. Vendor shall be responsible for all costs associated with providing inventory, pickup/delivery, personnel and administrative costs to operate store.
   b. Vendor to define the cost accounting methodology to be used to recover costs referenced in 6a. Vendor to provide [redacted] with current verifiable price schedules of all [redacted] purchased parts/ supplies during contact period if methodology involves a cost plus basis.
7. Hours of operation:
   a. Normal - Monday through Friday 07:30 to 18:00 Saturdays/Holidays (10 [redacted] Holidays) 07:30 to 15:00
   b. Emergencies - Vendor to state in the Vendor Marketing Proposal their ability to support the Fleet Management Department during any emergency.

Note: All potential bidders are encouraged to be very specific and detailed in their response to this section since the responses to this section will be judged very heavily in the selection process.

3.02.14 Parts and Service Charge Method:

Parts, transportation charges, labor and other applicable items (specified in proposal submitted) shall be calculated on a monthly basis and be due the first week following the end-of-the month. The report shall contain a complete account of all activity for the month ending, cost of parts sold to the [redacted] and cost of transportation and special shipping (for special order requests) on direct charge and/or non-stock items. The [redacted] will not pay freight charges on stock parts or parts available in the [redacted] area, nor will stock part premium prices be paid if vendor is not adhering to the established reorder plan.

3.02.15 Other Requirements:

The vendor must demonstrate financial stability and capability to support the financial burden of operating such a system.

No part(s) shall be issued to [redacted] personnel without a properly executed work order. A receipt for parts supplied will be given to each mechanic for each work order requisition for parts or supplies. The receipt shall contain specific vehicle information on it. A second copy will be sent to the Fleet Management's administrative section.

[redacted] employees will NOT be allowed to purchase parts or supplies from the operation located on [redacted] property.

Machine shops services will include labor, parts and testing as required.

Any comments, questions or concerns will be reported directly to the [redacted]'s Fleet Management Director, [redacted]
The successful vendor shall provide training to mechanics as deemed appropriate for use of new or current products. The cost, if any, for such training will be mutually agreed upon between the [redacted] and the successful vendor.

A comprehensive monthly report of all activities will be due by the fifth working day of the following month. The [redacted] will define the information required.

The [redacted] reserves the right to purchase parts from other sources if the vendor cannot obtain the desired part(s) within a four hour period (upon order) and in emergency situations, the [redacted] can procure parts immediately, if the vendor cannot supply the part(s) in the desired time-frame. The vendor will be responsible for any costs above the cost specified in the contract in such cases. Additional charges incurred in this case will be deducted from the monthly billing to the [redacted].

Vendor to state commercial warranties available to [redacted] and the terms/conditions for parts purchased from vendor.

3.03 Format Required

The proposal must be presented in tabs as described in the paragraphs that follow. To be considered substantive, the proposal must respond to all requirements of this part of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. IF publications are supplied by the contractor to respond to a requirement, the response should include reference to the document number and page number. This will provide a quick reference for the selection committee. Proposals not providing this reference include in the additional documents.

3.03.1 Statement of the Project: State in concise terms, your understanding of the project presented by the RFP.

3.03.2 Management Summary: Include a narrative description of the proposed offer and list of services that will be rendered.

3.03.3 Project Approach: Describe in narrative form the technical plan for accomplishing the work and the service that will be provided. Include time frames from beginning to completion, the resource requirements you anticipated from Fleet Management staff and equipment and other capabilities your firm possesses. Include proposed: level of inventory, accessibility to inventory at remote locations, response time, computer system description, implementation plan, and any other information that impacts your firm's ability to provide the service outlines in section 3.02.

3.03.4 References: Provide a list of projects of a similar nature that your firm has completed or is currently working, with references. Also provide a detail of the history of your firm.

3.03.5 Cost of Proposed Services: Provide a method of charging and an estimated cost for the proposed services. The method of charging shall be provided in complete detail. If your proposal references discounts from trade price lists, include a copy of any such list. BE SPECIFIC on how the costs were calculated (i.e., include labor, administrative overhead, etc.).

Proposal will include base figure definition from which discounts are calculated.

3.04 Schedule

[redacted] desires that the successful proposer take over the parts operation within thirty (30) days of the execution of this contract.

3.05 Pre-Proposal Conference

There will be a conference to discuss this RFP on [redacted].

3.06 Submission

Vendors should submit an original of their proposal, signed by the vendor's contractually binding authority.

3.06.1 All proposals must be sealed and labeled (on the outside of sealed container) to show the following:

1. Proposal for Parts Operation
2. Name of Vendor
3. Address of Vendor

3.06.2 All proposals should include a transmittal letter that lists the following:

1. Contact Person for Submittal
2. Telephone Number of Contact Person
3. Mailing Address of Contact Person

3.06.3 All proposals are to be addressed and delivered by the date and time specified on the cover to:

[redacted]

3.07 Closing Date

To be considered, a proposal must arrive at the issuing office on or before [redacted]. Vendors mailing proposals should allow sufficient mail delivery time to ensure timely receipt of their proposals. Vendors must submit a complete response this request for proposal (RFP) using the format outlined. No other distribution of proposals will be made by the vendor. Materials or information received from a prospective vendor as a result of a request by the Purchasing Officer shall not be considered a violation of this paragraph.

3.08 Substantive Nature of Proposals

Proposals that are not substantive may be considered non-responsive. It is not sufficiently for the vendor to address the proposal in general terms or in terms other than those outlined in the proposal. The format of the proposal must be as outlined. Proposal should be prepared simply and economically, providing a straightforward, concise description of the vendors ability to meet the requirements of the RFP.

3.09 Evaluation and Selection Process

3.09.1 Opening of Proposal - At the designated time and date, [redacted] Purchasing Department will open and list the proposals. The proposal will then be forwarded to Fleet Management to initiate review and recommendation. Responses received after November 22, 1999 will be deemed non-responsive and will be returned unopened.

3.09.2 Evaluation - During the evaluation phase, proposals are reviewed by the Fleet Management Department to ascertain which proposals address all requirements of RFP.

Proposals determined to be technically non-responsive or not as responsive as other proposals, are eliminated at this point. Once the qualified vendors have been determined, the Fleet Management Department may interview selected vendors to clarify specific matters presented in the proposals. These discussions will allow the vendor to elaborate on his/her proposal and to request other pertinent information. The Fleet Management Department will use information gained during these discussions, and information presented in the proposal, to rank contractors in accordance with criteria stated in the RFP;. The selected vendor

will be required to assume responsibility for all services offered in his/her proposal. Further, [redacted] will consider the selected vendor to be the sole point of contact with regard to contractual matters.

3.10 General Selection Criteria

After receipt of proposals, the following evaluation criteria and weighing factors in selecting the firms for negotiation and recommendation for award of contract(s):

Criteria	Weight
3.10.1 Providing Similar Services	Experience 30%
3.10.2 Capabilities	Inventory 25%
3.10.3 Implementation Plan	5%
3.10.4	Cost 15%
3.10.5 Accessibility/Response Time	25%

3.11 Employment Opportunities

[redacted] encourages vendors to consider the employment of employees affected by the vendors' provision of the parts operation.

Section IV

Terms and Conditions

4.0 Rejection of Proposal

[redacted] reserves the right to reject any and all proposals. [redacted] reserves the right to negotiate with the selected offeror in order to best serve the needs of the [redacted], in respect to both cost effectiveness as well as comprehensive program design.

4.1 Submittal

All proposals must be in the format required in this Request for Proposals. Non-conformance may be the reason to declare to proposal non-responsive.

4.2 Return of Proposal

[redacted] advises that all proposals submitted under this RFP will become the property of [redacted] and will not be returned. However, if any portion of the proposal is marked "proprietary" and is highlighted, this portion can be returned after the award of contract, if required.

Budgets and price quotations are considered public information in proposals submitted to Company Name. Classifying budgets and price quotations as "proprietary" or "confidential" may render the proposal non-responsive. Classifying aspects of the proposal that are not trade secrets or proprietary, may also render the proposal non-responsive.

4.2 Advertising Clause

It is understood and agreed that, in the event the contract is awarded for the supplies, equipment, or services included in this Request for Proposals, no indications of such sales or services to [redacted] will be used in any way in product literature or advertising unless with written approval of [redacted] and only for bibliographical and curriculum vitae purposes.

4.3 Standard Contract

The selected vendor will be expected to enter into an agreement as contained in the [redacted]'s standard contract.

4.4 Cancellation

Any resulting contract shall be subject to cancellation by either party upon ninety (90) days' written notice, one to the other. ([redacted] reserves the right to buy back all vendor inventory on [redacted] premises at the vendor's cost if the termination should occur.)

4.5 Assignment and Subcontracting

Work under any subsequent contract is not to be subcontracted without prior written consent of the Fleet Management Department.

4.6 Audit

[redacted] reserves the right to review all of the vendor's files associated with a subsequent contract where payments are based on contractor's record of time, salaries, materials or actual expenses, on demand and without notice. This same clause will apply to any subcontractor assigned to this project.

4.7 Insurance

Vendor shall furnish to [redacted] evidence of insurance for general liability with products and completed operations, or garage liability which included the above coverage, with limits of at least one million. Vendor shall also furnish evidence of at least one million insurance for automobile liability, and at least one hundred thousand for employees' dishonesty insurance on all applicable policies. The vendor will be held responsible for insurance on all parts inventory under his ownership. The vendor shall agree to waive subrogation in the vent of a property loss caused by the [redacted] or its employees. The vendor shall also furnish a copy of its workers' compensation policy.

The vendor also agrees to defend, save harmless and indemnify the [redacted] from and against all claims for damages against the [redacted] allegedly caused by his/her errors, omission, or negligent act in the performance of services under this contract.

Additionally, the vendor agrees to defend, save harmless and indemnify the [redacted] from and against all claims for damages against the [redacted] allegedly caused, or efficiently contributed by, by his/her intentional failure to perform to the terms and conditions oft this contract.

The vendor shall furnish an original Certificate of Insurance naming the [redacted] as additional insurance. This will be required upon signing the contract. It is not necessary to include this with your proposal. Also, the [redacted] reserves the right to negotiate the specific insurance needs. If your firm wishes to make exceptions to the [redacted]'s Insurance requirements, please specify these exceptions in your proposal.

4.8 Availability of Funds

It is understood and agreed between parties to any agreement resulting from this Request for proposal that the [redacted] shall be bound hereunder only to the extent of funds available or which may hereafter become available for the purpose of this agreement.

It is further understood and agreed between the parties to any agreement resulting from this request for Proposal that the [redacted] shall not be obligated to purchase or pay for insurance and/or services covered by this agreement unless and until they are ordered, delivered, or performance for the [redacted].

4.9 Invoicing

The successful proposer shall submit itemized invoices in two copies, identifying each item billed.

4.10 Option to Review

The [redacted] may renew this contract in one year intervals, up to, but not to exceed, five consecutive renewals by writing to the selected vendor requesting such renewal.

4.11 OEM Repairs

In cases where equipment is sent to a commercial shop, where labor and parts are included in the repair, the [redacted] reserves the right to procure these parts directly from the commercial vendor performing the repairs.

Section V

Required Contents of Proposal

4.00 Proposal Contents: Each Proposer must submit in its proposal response the following information:

4.01 Overall approach to providing a turnkey parts operation for Company Name.

4.01.1 Proposer's history in the design and installation of such systems.

4.01.2 Equipment to be provided.

4.01.3 Service(s) to be provided.

4.02 Proposal forms included:

4.02.1 Warranty and Service commitments.

4.02.2 Proposer and insurance agent statement.

4.03 Other required information

4.03.1 Evidence of financial viability.

4.03.2 A minimum of three (3) current references complete with names, addresses, telephone numbers of clients who have utilized Proposer's services.

4.04 Any exceptions to this RFP.

4.05 Timeframe schedule of operations.

Section VI - Forms

Proposal Forms

6.00 The following forms must be completed in full, prior to the [redacted] considering the proposal of any interested parties.

To: Company Name

Prosper hereby offers to enter into an agreement with [redacted], to install and operate a turnkey parts operation at [redacted] Fleet Management.

6.01 Cost of Services:

6.02 Submitted by:

Proposer: _____

Signed: _____

Name: _____
(print)

Address: _____

City/State: _____

Telephone: _____
Area Code

Fax: _____
Area Code

Attest: _____

It is understood by the Proposer that the [redacted] reserves the right to reject any and all proposals, to make awards on all items or on any items according to the best interest of the [redacted], to waive formalities, technicalities, and inequalities, to recover and rebid this RFP.

Mecklenburg County

NORTH CAROLINA
OFFICE OF THE PURCHASING DIRECTOR
600 EAST FOURTH STREET
CHARLOTTE, NORTH CAROLINA 28202
(704) 336-2256

Date: 10-19-94

RFP Number: 95.121.11-22

Request for Proposal for Turnkey Parts Operation

The City of Charlotte is now accepting proposals for a Turnkey Parts Operation for the Mecklenburg County Fleet Management Department.

Attached are copies of the specifications necessary to complete this proposal. Please review these specifications carefully. A pre-bid conference will be held on November 8, 1994 at 10:00 a.m., in the 9th Floor Purchasing Conference Room, CMGC Building, 600 East 4th Street, Charlotte, North Carolina 28202. Kindly bring a copy of the specifications with you at that time.

All proposals are due in the Office of the Purchasing Director, 9th Floor, Charlotte-Mecklenburg Government Center Building, 600 East Fourth Street, Charlotte, North Carolina 28202, no later than 2:00 p.m. on November 22, 1994. All proposals should be submitted in a sealed opaque envelope, plainly marked with the proposal number and service description, as follows: "TURNKEY PARTS OPERATION; RFP #95.121.11-22."

The City of Charlotte is an equal opportunity purchaser. All interested and qualified vendors are encouraged to bid.

Sincerely,

Gregory Spearman, CPPO
Purchasing Director

GKS/gls

Cc: Randy Goers, Fleet Management Director
Fred Stallings, Purchasing Agent

Bid File

Section I

Instruction to Proposers

1.00 Introduction: Mecklenburg County Fleet Department is seeking proposals to furnish a turnkey parts operation. The specifications for this proposals are contained in this document. Attention must be paid to al requested items contained in this "Competitive Sealed Proposal" request, hereinafter referred to as Request for Proposal (RFP). Proposers are invited to submit proposals in accordance with the requirements of this RFP. Please read the entire package before proposing. Proposers shall make the necessary entry in all blanks provided for the responses. The prices offered by the proposers shall be firm for acceptance for a period of ninety (90) days from the date 9of proposal opening. This solicitation is automatically canceled unless an extension is requested by the County and accepted by the proposer. This entire set of documents constitutes the RFP. The proposer must return this document with all information necessary to properly analyze proposer's quotation in total and document with all information necessary to properly analyze proposer's quotation in total and in the same numerical order in which it was issued. Proposer's notes, exceptions and comments may be rendered on an attachment, provided the same format of this RFP text is followed. All proposals shall be returned in a sealed envelope with proposal number and opening date clearly stated on outside of envelope.

1.01 Scope: It is the intent of these specifications to grant to the proposer the right to furnish a Turnkey Parts Operation for the County Fleet Department.

1.02 Proposal Opening: Sealed proposals will be accepted in accordance with the instructions detailed in the cover letter. At this time, the proposals will be considered closed. The Proposer shall file all documents necessary to support its proposal and include them with its proposal. The Proposer shall be responsible for the actual delivery of proposals during business hours to the address indicated in the cover letter. It shall not be sufficient to show that the proposal was mailed in time to be received before scheduled closing time for receipt of proposals.

1.03 Proposal Reservations: The County reserves the right to reject any or all proposals, to award in while or in part and to waive minor immaterial defects in proposals. Negotiations may be necessary in order to complete

the contract. The County may consider any alternative proposal that meets its basic needs.

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1.07 Financial Responsibility: The County *may* consider the following financial information, or acceptable substitute, to establish Proposers' financial viability.

1.07.1 Most recent available audited financial statement or material that will indicate financial viability.

1.08 Award: The following factors will, at a minimum, be considered in contract award.

1.08.1 Proposer experience and ability to design, furnish and install satisfactorily operating systems.
1.08.2 Proposer responsiveness.
1.08.3 Financial strength.
1.08.4 Proof of insurability.
1.08.5 Overall approach to project.
1.08.6 List other successful installations in the United States including names and locations of facilities, contact persons and telephone numbers.
1.08.7 All other provisions of this RFP.

1.09 Clarification of Submittals: The County reserves the right to obtain clarification of any point in a respondent submittal or to obtain additional information.

1.10 Proposer Questions and Inquiries: Proposers having questions and inquiries must direct them:

Mecklenburg Fleet Management
Randy Goers
704-336-7653

1.11 Use of Name: The County is not engaged in advertising, sales promotion, or other publicity purposes. No advertising, sales promotion, or other publicity materials containing information obtained from this proposal are to be mentioned, or imply the name of the County, without prior express written permission.

1.12 Submitted Quantities: Two copies of the proposal and supporting documents must be submitted with all proposals.

1.13 Bribery Clause: Proposer certifies that no employees of theirs, any affiliate or Subcontractor has bribed or attempted to bribe an officer of employee of the County.

1.14 Final Contract with Successful Proposer: Any or all statements contained in the proposal or made during negotiation (if applicable) shall become part of the final contract for services.

1.15 MWBE Participation: This project has a goal of 10% MBE participation and 5% WBE participation. An MWBE utilization commitment form is provided in this document.

Section II

General Conditions

2.00 General: The following section of this RFP presents general requirements or facts which each proposer should be aware. These requirements of the RFP are not to be viewed as a formal agreement; they are presented to the potential Proposers a brief outline of the nature of the RFP. A formal agreement will be developed with the proposer who receives the award.

2.01 Compliance with City, County, State and Federal Laws and Permit Requirements: The successful Proposer shall comply with all rules, regulations (health, fire and safety), laws and permitting requirements of the City of Charlotte, Mecklenburg County, the State of North Carolina, the Environmental Protection Agency (EPA) and the U.S. Government, now in force or hereafter to be adopted.

2.02 Licenses and Permits and Taxes: The successful Proposer shall abide by all ordinances and laws pertaining to this operation and shall secure, at his expense, all licenses and permits necessary for construction and operation of the systems. He shall also be solely responsible for payment of any and all taxes and permit fees.

2.03 The successful Proposer will design, furnish and install at its own risk, at the County Garage, a system for turnkey parts operations.

2.04 The successful Proposer will design, construct and commission the system to the County Fleet Management Department.

2.04.1 The successful Proposer will be responsible for obtaining all necessary construction and operation permits from local and state agencies.

2.05 Proposer's Insurance: The successful Proposer shall not commence any service in connection with the Agreement to be entered into until they have obtained all of the following types of insurance and such insurance has been approved by the County (Worker's Compensation, Public Liability and Property Damage and Subcontractor's Liability and Property Damage as outlined in paragraph 2.06 through 2.08. The successful Proposer shall not allow any subcontractor to commence service on their subcontract until all similar insurance required of the subcontractor has been obtained and approved. All insurance policies shall be with insurers qualified and doing business in North Carolina. The County shall be furnished proof of coverage of insurance by certificates of insurance

accompanying the contract documents and shall name the County as an additional named insured. The successful Proposer shall provide the County a thirty (30) day cancellation notice in the event this insurance coverage under the agreement to be entered into is canceled.

2.06 Worker's Compensation Insurance: The successful Proposer shall secure and maintain during the life of this Agreement to be entered into, worker's compensation insurance for all of their employees connected with the work on this project and, in case any work is sublet, the successful Proposer shall require the subcontractor similarly to provide worker's compensation insurance for all of the latter's employees unless such employees are covered by the protection afforded by the successful Proposer. Such insurance shall comply fully with North Carolina Worker's Compensation Law. In case any class of employees engaged in hazardous work under this contract at the site of the project is not protected under the Worker's Compensation Statute, the successful Proposer shall provide, and cause each Subcontractor to provide, adequate insurance satisfactory to the County, for protection of their employees not otherwise protected.

2.07 Proposer's Public Liability and Property Damage Insurance: The successful Proposer shall secure and maintain during the life of this Agreement to be entered into, comprehensive general liability and comprehensive automobile liability insurance and shall protect them from claims for damage for personal injury, including accidental death, as well as claims for property damages which may arise from operations under this agreement whether such operation be by themselves or by anyone directly or indirectly employed by them. The amount of such insurance shall be minimum as follows:

(a)	Bodily Injury Liability:	$1,000,000 each accident
(b)	Automobile Property Damage Liability:	$500,000 each accident
(c)	Property Damage Liability:	$1,000,000 each accident
		$1,000,000 aggregate operation
		$1,000,000 aggregate protective
		$1,000,000 aggregate contractual

Insuring clause for both bodily injury and damage shall be amended to provide coverage on an occurrence basis.

2.08 Indemnification Rider: The successful Proposer agrees to indemnify and save harmless the County, its agents, or employees, from and against all loss or expense (including cost and attorney's fees) by reason of liability

for damages because of bodily injury, including death, at any time resulting there from, sustained by any person or persons, or damage to property, including loss of use thereof, arising out of or in consequences or the performance under the agreement to be entered into whether such injuries to persons or damage to property is due or claimed to be done to the negligence of the Proposer, his/her subcontractor, the County, their agents or employees, except only such injury or damage as shall have been occasioned by the sole negligence of the County. Compliance with the foregoing requirements shall not relieve the Proposer of its liability and obligations under this section or under any other portion of this contract. Proposers regulated by the Public Service Commission are required to respond by stating what provisions of their tariff satisfy the requirements of this paragraph.

Section III

Technical Requirements

3.00 Purpose

Mecklenburg County is seeking proposals from firms qualified to provide a Turnkey Parts Operation for the Fleet Management Department.

3.01 Background

The Fleet Management Parts Division carries approximately 2000 line items valued at $1,000,000. The Parts Division is located in the Fleet Management facility located at 900 W. 12th Street, Charlotte, North Carolina.

3.02 Scope of Services

The selected vendor shall provide staffing, management and parts necessary to run an efficient and effective parts operation that covers all hours worked by Fleet Management. Operating hours at Fleet Management are Monday through Friday 07:30 to 18:00. Saturdays and holidays from 07:00 to 15:00. All parts, including lubricants, necessary to maintain the County's fleet will be covered by the resulting contract.

Specifics to be provided:

3.02.1 Inventory control over all parts and equipment necessary to provide 80% of the parts requirements within one hour of the request and 90% within four hours.

3.02.2 All parts will be the property of the selected vendor per the County's terms and conditions. The County may maintain ownership of older specialized inventory.

3.02.3 Billing to the County for items used will be on a monthly basis.

3.02.4 Comprehensive reports on the parts activity, including cost and inventory in stock and currently on order will be provided to Fleet Management on a weekly basis. Some activity items will be required on a daily basis, such as lost sales, back orders and number-of-days on order.

3.02.5 Procurement of sock and non-stock parts, supplies and shop equipment for resale to the County.

3.02.6 Outside maintenance services (labor and parts), warranty labor and parts as required by Fleet Management.

Proposal submitted should address how these services will be provided. Also, the following items should be addressed:

3.02.7 The successful vendor shall inventory the present stock of County-owned parts and supplies and mark each item for sale back to the County on a no-charge basis as requisitioned by Fleet Management. Original equipment quality parts, supplies and equipment or the equivalent or better are required. A minimum of Grade 8 as required on all fasteners. All hydraulic equipment and parts must meet JIC and SAE specifications. The County reserves the right to inspect the quality, materials, supplies and equipment and to reject items deemed inferior (e.g., not meeting OE standards or better). The vendor may use a bar coding system to identify and track all parts. The system (if used) will be readable by the computer system used by the vendor and integrated with the system's inventory control plan.

The County will work with the successful vendor throughout the contact period to determine the parts, supplies and equipment to carry in inventory. This determination may be based on usage, fleet size, critically of the part(s), ordering, turnaround time or any combination of these factors.

3.02.8 The successful vendor shall evaluate the present inventory of parts monthly to identify:

a. Obsolete vehicle parts that should be taken out of stock. These parts will be presented to the County for analysis.
b. Vehicle parts that should remain in stock, and/or be increased or decreased due to usage history.
c. Warranty parts.

3.02.9 The vendor shall use a computer system to control and report on inventory operations. The vendor will utilize computer hardware and software system capable of monitoring and reporting: parts on hand, on order, back order, usage, costs, and complete repair order information on vehicles and equipment (including history data and billing information). This information will be used by the vendor as well as Fleet Management to monitor usage and cost. The County reserves the right to ask for all reports considered necessary to monitory the contractor's operation and to receive them on whatever frequency needed (i.e. daily, weekly or monthly).

Vendor shall be responsible for the data input to Fleet Management's GTE Fleet Tracker parts module. The input shall be

made as a component of the parts charges for each work order submitted to vendor.

3.02.10 The successful vendor will provide sufficiently trained, knowledgeable and service-oriented personnel to efficiently and effectively operate the total parts function as detailed. Note: During emergencies, the County operates on a 24-hour basis.

The vendor will be responsible for hiring, staffing, promoting, transferring and dismissal of all employees needed for this operation. Fleet Management will interview and must agree on the parts manager or supervisor selected by the vendor. Also the vendor shall be responsible for all taxes, fringe benefits and training for all personnel needed for the performance of the resulting contract. Fleet Management reserves the right to demand that the vendor discipline/dismiss any employee that is deemed detrimental to the parts operation. The vendor must comply with all such requests. The manpower plan proposed by the vendor must be submitted to the County for approval.

3.02.11 Facility Requirements:

Fleet Management will provide the parts storage area of the facility at 900 W. 12th Street to the successful vendor free of charge. This includes heat, electricity, water, restrooms, break phone, phone, fax, copier, office furniture (such as desks and chairs) and parts shelving.

The vendor will exercise total control/responsibility of the stockroom. No one may enter the facility without the permission of the vendor's management personnel. Building Maintenance will retain access to the area for maintenance requirements on the building or systems and for emergency repairs.

3.02.12 Inventory Requirements:

The vendor will install a terminal at Fleet Management's parts section that provides on-line inventory information to vendor-owned warehouse outside the Fleet Management facility. The vendor must have use of an adequate computer system and should have access to sufficient inventory within the Charlotte area by vendor's own warehouse, or by negotiation with one or several local parts operations to supply the majority needs. Response time is crucial. Consequently, this backup inventory must be located in or near Mecklenburg County to provide quick service.

3.02.13 Vendor Marketing Proposal

Vendor to provide the following information:

1. Number of stocked items in local warehouse.
2. Response time to parts request.
3. Vendor's normal delivery schedule from: 1) local warehouse to store (i.e., County facility); and 2) regional warehouse to store. Additionally, vendor to state normal delivery time for emergency parts deliveries for locally available parts (both from vendor and non-vendor stock).
4. Marketing plan for store; e.g., inventory levels, inventory levels, inventory analysis, OEM parts purchases, etc.
5. Proposed staff level, job description, and vendor-provided equipment (e.g., terminals, trucks, etc.)
6. Cost accounting:
   a. Vendor shall be responsible for all costs associated with providing inventory, pickup/delivery, personnel and administrative costs to operate store.
   b. Vendor to define the cost accounting methodology to be used to recover costs referenced in 6a. Vendor to provide Mecklenburg County with current verifiable price schedules of all Mecklenburg County purchased parts/ supplies during contact period if methodology involves a cost plus basis.
7. Hours of operation:
   a. Normal - Monday through Friday 07:30 to 18:00 Saturdays/Holidays (10 County Holidays) 07:30 to 15:00
   b. Emergencies - Vendor to state in the Vendor Marketing Proposal their ability to support the Fleet Management Department during any emergency.

Note: All potential bidders are encouraged to be very specific and detailed in their response to this section since the responses to this section will be judged very heavily in the selection process.

3.02.14 Parts and Service Charge Method:

Parts, transportation charges, labor and other applicable items (specified in proposal submitted) shall be calculated on a monthly basis and be due the first week following the end-of-the month. The report shall contain a complete account of all activity for the month ending, cost of parts sold to the County and cost of transportation and special shipping (for special order requests) on

direct charge and/or non-stock items. The County will not pay freight charges on stock parts or parts available in the Charlotte area, nor will stock part premium prices be paid if vendor is not adhering to the established reorder plan.

3.02.15 Other Requirements:

The vendor must demonstrate financial stability and capability to support the financial burden of operating such a system.

No part(s) shall be issued to County personnel without a properly executed work order. A receipt for parts supplied will be given to each mechanic for each work order requisition for parts or supplies. The receipt shall contain specific vehicle information on it. A second copy will be sent to the Fleet Management's administrative section.

County employees will NOT be allowed to purchase parts or supplies from the operation located on County property.

Machine shops services will include labor, parts and testing as required.

Any comments, questions or concerns will be reported directly to the County's Fleet Management Director, Radolph Goers, 336-7653.

The successful vendor shall provide training to mechanics as deemed appropriate for use of new or current products. The cost, if any, for such training will be mutually agreed upon between the County and the successful vendor.

A comprehensive monthly report of all activities will be due by the fifth working day of the following month. The County will define the information required.

The County reserves the right to purchase parts from other sources if the vendor cannot obtain the desired part(s) within a four hour period (upon order) and in emergency situations, the County can procure parts immediately, if the vendor cannot supply the part(s) in the desired time-frame. The vendor will be responsible for any costs above the cost specified in the contract in such cases. Additional charges incurred in this case will be deducted from the monthly billing to the County.

Vendor to state commercial warranties available to Mecklenburg County and the terms/conditions for parts purchased from vendor.

3.03 Format Required

The proposal must be presented in tabs as described in the paragraphs that follow. To be considered substantive, the proposal must respond to all requirements of this part of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. IF publications are supplied by the contractor to respond to a requirement, the response should include reference to the document number and page number. This will provide a quick reference for the selection committee. Proposals not providing this reference include in the additional documents.

3.03.1 Statement of the Project: State in concise terms, your understanding of the project presented by the RFP.

3.03.2 Management Summary: Include a narrative description of the proposed offer and list of services that will be rendered.

3.03.3 Project Approach: Describe in narrative form the technical plan for accomplishing the work and the service that will be provided. Include time frames from beginning to completion, the resource requirements you anticipated from Fleet Management staff and equipment and other capabilities your firm possesses. Include proposed: level of inventory, accessibility to inventory at remote locations, response time, computer system description, implementation plan, and any other information that impacts your firm's ability to provide the service outlines in section 3.02.

3.03.4 References: Provide a list of projects of a similar nature that your firm has completed or is currently working, with references. Also provide a detail of the history of your firm.

3.03.5 Cost of Proposed Services: Provide a method of charging and an estimated cost for the proposed services. The method of charging shall be provided in complete detail. If your proposal references discounts from trade price lists, include a copy of any such list. BE SPECIFIC on how the costs were calculated (i.e., include labor, administrative overhead, etc.).

Proposal will include base figure definition from which discounts are calculated.

3.04 Schedule

Mecklenburg County desires that the successful proposer take over the parts operation within thirty (30) days of the execution of this contract.

3.05 Pre-Proposal Conference

There will be a conference to discuss this RFP on November 8, 1994 at 10:00 a.m.

3.06 Submission

Vendors should submit an original of their proposal, signed by the vendor's contractually binding authority.

3.06.1 All proposals must be sealed and labeled (on the outside of sealed container) to show the following:

1. Proposal for Parts Operation
2. Name of Vendor
3. Address of Vendor

3.06.2 All proposals should include a transmittal letter that lists the following:

1. Contact Person for Submittal
2. Telephone Number of Contact Person
3. Mailing Address of Contact Person

3.06.3 All proposals are to be addressed and delivered by the date and time specified on the cover to:

Gregory K. Spearman, City-County Purchasing Director
600 East Fourth Street
9th Floor Conference Room
CMGC
Charlotte, NC 28202

3.07 Closing Date

To be considered, a proposal must arrive at the issuing office on or before 2:00 p.m. on November 22, 1994. Vendors mailing proposals should allow sufficient mail delivery time to ensure timely receipt of their proposals. Vendors must submit a complete response this request for proposal (RFP) using the format outlined. No other distribution of proposals will be made by the vendor. Materials or information received

from a prospective vendor as a result of a request by the Purchasing Officer shall not be considered a violation of this paragraph.

3.08 Substantive Nature of Proposals

Proposals that are not substantive may be considered non-responsive. It is not sufficiently for the vendor to address the proposal in general terms or in terms other than those outlined in the proposal. The format of the proposal must be as outlined. Proposal should be prepared simply and economically, providing a straightforward, concise description of the vendors ability to meet the requirements of the RFP.

3.09 Evaluation and Selection Process

3.09.1 Opening of Proposal - At the designated time and date, City-County Purchasing Department will open and list the proposals. The proposal will then be forwarded to Fleet Management to initiate review and recommendation. Responses received after November 22, 1994 will be deemed non-responsive and will be returned unopened.

3.09.2 Evaluation - During the evaluation phase, proposals are reviewed by the Fleet Management Department to ascertain which proposals address all requirements of RFP.

Proposals determined to be technically non-responsive or not as responsive as other proposals, are eliminated at this point. Once the qualified vendors have been determined, the Fleet Management Department may interview selected vendors to clarify specific matters presented in the proposals. These discussions will allow the vendor to elaborate on his/her proposal and to request other pertinent information. The Fleet Management Department will use information gained during these discussions, and information presented in the proposal, to rank contractors in accordance with criteria stated in the RFP;. The selected vendor will be required to assume responsibility for all services offered in his/her proposal. Further, Mecklenburg County will consider the selected vendor to be the sole point of contact with regard to contractual matters.

3.10 General Selection Criteria

After receipt of proposals, the following evaluation criteria and weighing factors in selecting the firms for negotiation and recommendation for award of contract(s):

Criteria	Weight
3.10.1 Providing Similar Services	Experience 30%
3.10.2 Capabilities	Inventory 25%
3.10.3 Implementation Plan	5%
3.10.4	Cost 15%
3.10.5 Accessibility/Response Time	25%

3.11 Employment Opportunities

Mecklenburg County encourages vendors to consider the employment of employees affected by the vendors' provision of the parts operation.

Section IV

Terms and Conditions

4.0 Rejection of Proposal

Mecklenburg County reserves the right to reject any and all proposals. Mecklenburg County reserves the right to negotiate with the selected offeror in order to best serve the needs of the County, in respect to both cost effectiveness as well as comprehensive program design.

4.1 Submittal

All proposals must be in the format required in this Request for Proposals. Non-conformance may be the reason to declare to proposal non-responsive.

4.2 Return of Proposal

Mecklenburg County advises that all proposals submitted under this RFP will become the property of Mecklenburg County and will not be returned. However, if any portion of the proposal is marked "proprietary" and is highlighted, this portion can be returned after the award of contract, if required.

Budgets and price quotations are considered public information in proposals submitted to Mecklenburg County. Classifying budgets and price quotations as "proprietary" or "confidential" may render the proposal non-responsive. Classifying aspects of the proposal that are not trade secrets or proprietary, may also render the proposal non-responsive.

4.2 Advertising Clause

It is understood and agreed that, in the event the contract is awarded for the supplies, equipment, or services included in this Request for Proposals, no indications of such sales or services to Mecklenburg County will be used in any way in product literature or advertising unless with written approval of Mecklenburg County and only for bibliographical and curriculum vitae purposes.

4.3 Standard Contract

The selected vendor will be expected to enter into an agreement as contained in the County's standard contract.

4.4 Cancellation

Any resulting contract shall be subject to cancellation by either party upon ninety (90) days' written notice, one to the other. (Mecklenburg County reserves the right to buy back all vendor inventory on County premises at the vendor's cost if the termination should occur.)

4.5 Assignment and Subcontracting

Work under any subsequent contract is not to be subcontracted without prior written consent of the Fleet Management Department.

4.6 Audit

Mecklenburg County reserves the right to review all of the vendor's files associated with a subsequent contract where payments are based on contractor's record of time, salaries, materials or actual expenses, on demand and without notice. This same clause will apply to any subcontractor assigned to this project.

4.7 Insurance

Vendor shall furnish to Mecklenburg County evidence of insurance for general liability with products and completed operations, or garage liability which included the above coverage, with limits of at least one million. Vendor shall also furnish evidence of at least one million insurance for automobile liability, and at least one hundred thousand for employees' dishonesty insurance on all applicable policies. The vendor will be held responsible for insurance on all parts inventory under his ownership. The vendor shall agree to waive subrogation in the vent of a property loss caused by the County or its employees. The vendor shall also furnish a copy of its workers' compensation policy.

The vendor also agrees to defend, save harmless and indemnify the County from and against all claims for damages against the County allegedly caused by his/her errors, omission, or negligent act in the performance of services under this contract.

Additionally, the vendor agrees to defend, save harmless and indemnify the County from and against all claims for damages against the County allegedly caused, or efficiently contributed by, by his/her intentional failure to perform to the terms and conditions oft this contract.

The vendor shall furnish an original Certificate of Insurance naming the County as additional insurance. This will be required upon signing the

contract. It is not necessary to include this with your proposal. Also, the County reserves the right to negotiate the specific insurance needs. If your firm wishes to make exceptions to the County's Insurance requirements, please specify these exceptions in your proposal.

4.8 Availability of Funds

It is understood and agreed between parties to any agreement resulting from this Request for proposal that the County shall be bound hereunder only to the extent of funds available or which may hereafter become available for the purpose of this agreement.

It is further understood and agreed between the parties to any agreement resulting from this request for Proposal that the County shall not be obligated to purchase or pay for insurance and/or services covered by this agreement unless and until they are ordered, delivered, or performance for the County.

4.9 Invoicing

The successful proposer shall submit itemized invoices in two copies, identifying each item billed.

4.10 Option to Review

The County may renew this contract in one year intervals, up to, but not to exceed, five consecutive renewals by writing to the selected vendor requesting such renewal.

4.11 OEM Repairs

In cases where equipment is sent to a commercial shop, where labor and parts are included in the repair, the County reserves the right to procure these parts directly from the commercial vendor performing the repairs.

Section V

Required Contents of Proposal

4.00 Proposal Contents: Each Proposer must submit in its proposal response the following information:

4.01 Overall approach to providing a turnkey parts operation for Mecklenburg County.

4.01.1 Proposer's history in the design and installation of such systems.

4.01.2 Equipment to be provided.

4.01.3 Service(s) to be provided.

4.02 Proposal forms included:

4.02.1 Warranty and Service commitments.

4.02.2 Proposer and insurance agent statement.

4.03 Other required information

4.03.1 Evidence of financial viability.

4.03.2 A minimum of three (3) current references complete with names, addresses, telephone numbers of clients who have utilized Proposer's services.

4.04 Any exceptions to this RFP.

4.05 Timeframe schedule of operations.

Section VI - Forms

Proposal Forms

6.00 The following forms must be completed in full, prior to the County considering the proposal of any interested parties.

To: Mecklenburg County

Prosper hereby offers to enter into an agreement with Mecklenburg County, North Carolina to install and operate a turnkey parts operation at Fleet Management.

6.01 Cost of Services:

TOTAL GROSS BID $ _____

Check One:

____ LESS 2% - 15 Day Prompt Payment Discount $ _____

____ Net 30 days (No discount offered) $ _____

TOTAL NET PROPOSAL $ _____

6.02 Submitted by:

Proposer: _____

Signed: _____

Name: _____
(print)

Address: _____

City/State: _____

Telephone: _____
Area Code

Fax: _____
Area Code

Attest: _____

It is understood by the Proposer that the County reserves the right to reject any and all proposals, to make awards on all items or on any items according to the best interest of the County, to waive formalities, technicalities, and inequalities, to recover and rebid this RFP.

Please confirm receipt of any addendum(s), if issued.

Addendum #	Date
_____	_____
_____	_____

_____ _____

Proposer Date

_____ _____

Authorized Signature Please print/type Name

6.03 Proposer and insurance agent statement: We understand the insurance requirements of these specifications and the evidence of insurability shall be provided prior to contract execution. If our client is awarded this contract, we agree to provide the County with a thirty (30) day cancellation notice in the event coverage can no longer be provided for our client. We shall also provide a detailed explanation regarding any cancellation of the coverage specified in the RFP.

_____ _____

Proposer Insurance Agency

_____ _____

Signature of Proposer Signature of Proposer's Agent

Agent's Errors and Omission Policy: _____

Policy Company Expiration: _____

Amount/Date/Type of Coverage: _____

_____

Name of Agency

_____

Address of Agency

_(____)_____

Telephone Number

MWBE PROVISIONS

MWBE PROGRAM COMPLIANCE IN THE PURCHASE OF COMMODITIES AND SERVICES MWBE UTILIZATION PROPOSAL: Annual goals for the participation of MWBE firms in contracts for commodities services are set at 10% MBE and 5% WBE. Your response to the following questions will help the City to determine compliance with the MWBE Program.

6.04 Do you customarily subcontract portions of your contracts and projects with the City?

_____Yes _____No

6.05 Do you intend to subcontract portions of this contract?

_____Yes _____No

6.06 List any services in this proposal for which you could seek quotes from minority and/or women owned businesses.

1.
2.

M/WBE UTILIZATION COMMITMENT

We, _____ , do certify that on
(Bidder)

_____

_____,
(Project) (Contract Amount)

we will expend a minimum of _____% of the total dollar amount of the contract with Minority Business Enterprises, and _____% with Women's Business Enterprises.

Item	MBE or WBE	Description of Work	Dollar Value

6.07 A list of City certified MWBE bidders available to offer quotes and prices as subcontractors is included in these bid documents. If you need additional

firms which offer these services, or if you have any questions concerning the MWBE provisions, contact the MWBE office at 336-4138.

- The City reserves the right to request verification of these payments.

6.08 The City of Charlotte's Minority and Women's Business Development Program (revise June 27, 1994) is hereby incorporated.

6.09 The undersigned hereby certifies that the bidder has read the terms of this compliance and is authorized to bind the firm to the information herein set forth.

Date: _____

_____
Name of Firm

_____
Name, Title and Signature

_____
Proposed Product or Service

_____
Total Dollar Amount Bid

MWBE Source List

CEARLOTTE-MECLENBURG PURCHASING DEPARTMENT 10/19/94
M/WBE OFFICE

06000 - AUTOMOATIVE MAINTENANCE ITEMS (REPAIR/REPALCE PARTS)

AUTOMOTIVE MGMT SERVICES INC 704 392-2671
DARRYL JACKSON
2210 NORTH TRYON STREET
CHARLOTTE, N.C. 28206-0000
B 40809

CULP PAINT BODY & RESTORATION 704 - 588-6668
ADAM CULP
1331 CULP ROAD
PINEVILLE, N.C. 28134-0000
B 71973

EASTWAY WRECKER SERVICE INC. 704 598-0332
KAREN WILLIAMS
5501 N. SHARON AMITY
CHARLOTTE, N.C. 28215
W 41660

METROLINA DODGE 704 553-7900
REGINALD HUBBARD
8525 SOUTH BOULEVARD
CHARLOTTE, N.C. 28273-0000
B 72542

NANCYS TOOL SALES 704 531-2241
NANCY STIKELEATHER
3641 E. INDEPENDENCE BLVD.
CHARLOTTE, N.C. 28205-0000
W 72324

SAM JOHNSON LICOLN MERC INC 704 535-7810
SAM JOHNSON
5201 E. INDEPENDENCE BLVD.
CHARLOTTE, N.C. 28212-0000
B 117

TRIANGLE ASSOCIATION 706 771-0615
JAMES WEBB
P.O. BOX 2905
AUGUSTA, GA 30906-0000
B 70140

Section VI - Forms

Proposal Forms

6.00 The following forms must be completed, in full, prior to the County considering the proposal of any interested parties.

To: Mecklenburg County

Proposer hereby offers to enter into an agreement with Mecklenburg County, North Carolina to install and operate a turnkey parts operation at Fleet Management.

6.01 Cost of Services:

TOTAL GROSS BID $ _____

Check One:

____ LESS 2% - 15 Day Prompt Payment Discount $ _____

____ Net 30 days (No discount offered) $ _____

TOTAL NET PROPOSAL $ _____

JEFFERSON COUNTY FISCAL COURT
REQUEST FOR PROPOSALS
VEHICLE AND EQUIPMENT PARTS FACILITY

PROPOSAL NO.: P-21103

DUE DATE: January 18, 1996, 3:00 P.M Local Time

SUBMIT TO: Louisville/Jefferson County Purchasing Department
Louisville, KY 40202

THERE WILL BE A MANDATORY PRE-BID CONFERENCE ON THURSDAY, JANUARY 4, I995 AT 10:00 AM IN THE 10TH FLOOR CONFERENCE ROOM OF THE FISCAL COURT BUILDING, LOUISVILLE, KY 40202.

Descriptive literature should be included on all items bid.

Time discounts or cash discounts shall not be considered in award evaluation.

Ordinance #16, Series 1987, concerning the requirement for an Affirmative Action Plan for contractors ad vendors doing business with Jefferson county Fiscal Court, shall apply to this Notice for Bids. Any questions concerning this Ordnance should be directed to the Human Relations Commission at (502) 574-3635.

All prices quoted are to be F.O.B. Delivered to Destination.

You are being sent one (I) copy of this Proposal which must be signed and resumed to this office in order to receive consideration.

RENEWAL OPTION ATTACHED

Please indicate your City of Louisville/Jefferson County Revenue Commission Number and your Federal Tax Identification Number (or Social Security Number if you are an individual) . If you are a Jefferson County Vendor or you are doing business in Louisville or Jefferson County, you should already be registered the Revenue Commission and have all of,our taxes paid. If you become the successful vendor, you must be properly registered with the Revenue Commission and have all of your required taxes paid prior to the award ofthis contract. For further information, please call Linda Burt of the Revenue Commission at (502) 574-4875.

Bidders ,will be required to fumisb Insuranee coverage as stated in the specifications.

A bid submitted as a will be considered a responsive bid.

Participation by minority business entities and/or utilization by contractor of minority business entities as subcontractors, if the instant contract requires or warrants the use of subcontractors, is encouraged and will be a consideration in determining the a~tard of this contract.

PLEASE NOTE: This information will be uset for statistical infonnation only.

RFP For Vehicle and Equipment Parts Facility Proposal #No.: P-21103

In order to identify opportunities for County vendors, you are being asked to VOLUNTARILY provide the following information.

Do you want to be identified as a Minonty Vendor? Yes No

Minority is defined as a business controlled by a person or combination of persons in one of the following classes: Ethnic Minority, Female or Disabled Person.

Preference shall be afforded local businesses in accordance uith Ordinance Y5, Series 1991, if proper certification as a local business has been obtained pursuant to said Ordinance. A properly certified local business must affirmatively request the preference in its bid or offer. Certification forms are available from the Louisville/Jefferson County Purchasing Department.

Pleasc include our FAX Number

Bidders should not include sales tax as a separate item. Any sales tax should be included in the overall bid. The City and County do not reimburse for sales tax, nor do the City and County pay sales tax.

ALL BIDS MUST BE SIGNED AND SUBMITTED-I ~D IN DUPLICATE.

To receive a bid tabulation sheet you must enclose a self-addressed, stamped envelope.

Failure to submit ALL forms and information required in specifications may be reason for disqualification.

A 10% preference shall be afforded designated recycled products ``which meet or surpass Jefferson County's minimum recs cled content standards and other criteria for qualifications as specified in Ordinance ~25, Series 1992. Questions regarding this Ordinance shall be directed to Craig Bouen of the LouisvilleJeffcrson Count,, Purchasing Department.

Also, bidders are encouraged to submit all bids and required copies on paper with recycled content.

Sealed Proposals will be received until ;:00 p.m. and publicly opened.

Mark envelope Proposal P-21103 and address to Betty gingham, Director, Louisville/Jefferson County Purchasing Department, Room 306, Fiscal Court Building, Louisville, Kentucky 40202.

FIRST NAME

OFFICIAL

ADDRESS

PHONE NO.

DATE

CONTRACT PRICING, TERMS AND CONDITIONS WILL BE REVIEWED ANNUALLY.

CITY AND/OR COUNTY RENEWAL OPTION

THE CITY AND/OR JEFFERSON COUNTY FISCAL COURT RESERVES THE RIGHT TO RENEW AND EXTEND CONTRACTS FOR A PERIOD OP ONE (1) YEAR AND FROM YEAR TO YEAR THEREAFTER, UPON THE SAME TERMS AND CONDITIONS, IF SUCH RENEWAL OR EXTENSION IS AGREED TO BY THE CONTRACTOR. TOTAL CONTRACT PERIOD NOT TO EXCEED FIVE (5) YEARS.

WRITTEN NOTICE OF THE INTENTION TO RENEW S~AL~ BB GIVEN THE CONTRACTOR BY THE LOUISVILLE-JEFFERSON COUNTY PURCHASING DIRECTOR, WITHIN A NINETY (90) DAY PERIOD PRIOR SO THE EXPIRATION DATE. THE RENEWAL OR EXTENSION SHALL BECOME EFFECTIVE AS PROPOSED UNLESS THE CONTRACTOR NOTIFIES THE PURCHASING DIRECTOR IN WRITING OP HIS OBJECTION, NO LESS THAN THIRTY (30) DAYS PRIOR TO SUCH EXPIRATION DATE.

REQUEST FOR PROPOSALS CONTRACTOR OPERATED PARTS STORES

1. PURPOSE

The Louisville-Jefferson County Purchasing Department is seeking proposals from firms qualified to provide a turn-key PARTS OPERATION for a number of automotive fleet maintenance garage facilities. These may include the Jefferson County Police Garage, the Jefferson County Heavy Equipment Garage, the Metropolitan Sewer District Garage, and possibly other additional governmental agencies in the metropolitan Louisville area.

2 DEFINITIONS

As used in this Request For Proposals (RFP), the following terms should be interpreted as shown below. . .

a. "County" shall mean Jefferson County Fiscal Court. b. "MSD" shall mean the Metropolitan Sewer District. c. "Purchasing Department" shall mean the Louisville-Jefferson County Purchasing Department. d. "Fleet Facility" shall mean one or more of the automotive repair facilities operated by the County, MSD or other governmental agency. c. "Vendor' or "Contractor" shall mean the commercial parts supply vendor selected by the Purchasing Department to operate the fleet facility parts room(s)as a result of this RFP.

3. BACKGROUND

Currently the County and MSD operate their own garage facilities, and maintain their own parts inventories, purchasing from local parts suppliers. Because of the wide variety of fleet equipment, the a/administrative costs associated with establishing and administering contracts with all the necessary suppliers, and processing of hundreds of monthly invoices, is considerably high. It is intended that by establishing one contract supplier, significant administrative simplification will bc achieved, and that savings will result from parts volume discounts. Listed below are the locations of the various 9ect maintenance facilities sought for the parts operations. Specific fleet descriptions arc

provided later in this RFP. Government Entity Facility Location Fleet

Jefferson County Police

3528 Newburg Road

Transportation Cars Police Cars Ambulances Light trucks & vans

Government Entity Facility Location Jefferson Co. Heavy Equip. 3528 Newburg Road

M S D

4. SCOPE OF SERVICES

Fleet Light trucks/vans Medium Dump Trucks Tandem Dump Trucks Mowing Tractors Backhoes, Wheel Loaders Assorted Constr. Machinery Chain Saws/Weed Trimmers Bushhog Type Mowers

151 N. Cabel Street

Transportation cars Light trucks/vans Medium Dump Trucks Tandem Dump Trucks Backhoes Sewer Cleaner Trucks Assorted Constr. hierarchy

A General Vendor Information

The selected contractor shall provide personnel, management, and parts and supplies necessary to run an efficient and effective on-site parts operation that covers all hours worked by each facility, including overtime due to peak demand and emergency operations. Specific facility needs will be described in further detail later in this specification. All parts, (including grease, oil, and tires) necessary to maintain, repair and operate fleet vehicles and equipment, plus those items used by other agency personnel that have been traditional stock items of the existing stock room will be covered by the resulting contract.

B. General Parts Information

Original Equipment quality parts, supplies, and equipment or the equivalent or better are required. The respective fleet facilities reserve the right to purchases parts and other supplies that cannot be provided by the vendor within the time frames specified, or that do not meet Original Equipment quality, or that are deemed inferior or unacceptable by the fleet facility. The Purchasing Department reserves the right to solicit repairs from any private vendor where said vendor may provide parts and/or labor for the repair of Beet equipment. The Purchasing Department further requires that in every application where reasonable and acceptable, the contractor provide retreated, rebuilt, refurbished, recycled, or re-refined products that meet or exceed OEM, SAE, UL, Mil-spec, ANSI or other industry quality standard. The respective fleet facilities reserve the right, over the course of the contract period to determine which products must be new, refurbishes, recycled, or retreated. The Contractor shall also accept industry standard cores for rebuilding where the parts are acceptable as core exchanges, including water pumps, carburetors, pumps, altimeters, engine blocks, etc. The

respective fleet facility will work with the Contractor throughout the contract period to determine the parts, supplies and

equipment to carry in inventory. This determination may be based on usage, net size, cnticality of the pan(s), ordering, turnaround time, or any combination of these factors.

C. SPECIFICS

1. The Contractor shall be wholly responsible for inventory control over all pans and equipment belonging to Contractor at the on-site pans store. All parts remain the property of the Contractor until they properly requisitioned by and delivered to Fleet facility shop personnel.

2. All billings to the respective Fleet agencies for parts and supplies shall be on a weekly or monthly basis, in a manner as directed by each fleet agency. Billings should include the vehicle number, parts requisition numbers, part numbers and description, unit price and transaction date, and be in a format conducive to effective review and audit

3. The vendor shall use a computer system to control and report inventory operations. The vendor will utilize computer hardware and software capable of monitoring and reporting: parts on hand, on order, back order, usage, costs, and may include complete repair order information on vehicles and equipment (including history data and billing information). This information will be used by the vendor as well as the fleet agencies. Respective fleet agencies currently utilize different computer systems and software for fleet management activities. The vendor may be required to manually enter or electronically transmit transaction information into the agency's fleet management system; however specific procedures for this would be negotiated for the respective facility. The agencies reserve the right to ask for all reports considered necessary to monitor the Contractor's operation and to receive them on whatever frequency needed (i.e. daily, weekly, or monthly, hardcopy or electronically).

4. All items must include full manufacturer's warranties and guarantees. The Contractor must guarantee all items purchased for equipment repair and maintenance applications will fit the intended application and further guarantee that the product will work on the intended application. On-site replacement for defective, inferior, or non-fit items must be guaranteed.

5. The successful vendor shall inventory the present stock of parts and supplies at each facility just prior to assuming operation control, and mark each item for sale back to the agency at no charge when requisitioned by the agency. The

respective governmental agencies may retain ownership of older specialized inventory items

6.a. The successful vendor will provide sufficiently trained, knowledgeable and service-oriented personnel to efficiently and effectively operate the total parts function as detailed. Note: During snow emergencies or other

emergency operations, the parts room will need to be opened and operating for an indefinite period, until determination by the fleet agency that operations may cease. The vendor will be responsible for hiring, staffing, promoting, transferring, and dismissing employees needed for this operation. The Fleet agency will interview and must agree to the parts manager or supervisor selected by the vendor for that respective facility. The vendor shall be responsible for all applicable taxes, fringe benefits and training for all personnel needed for the performance of the contract. The fleet agencies reserve the right to demand that the vendor discipline/dismiss any employee deemed detrimental to the parts operation. The vendor must comply with all such requests. The manpower plan proposed by the vendor must be submitted to the Fleet agency for approval

6b. As an alternative to the above (6a), the agencies may determine that it is in their best interests to retain the employment of the parts room workers, wherein all other aspects of the parts operation would as outlined herein, except that the personnel utilized would be employees of the respective facility rather than of the Contractor. Proposals should address this possible scenario and describe how they envision such an arrangement working.

7. The fleet agencies will provide the parts store facilities to the successful vendor free of charge. This will include heat, electricity, water, rest room facilities, break room, telephone, fax, copier, and fixtures such as desks, chairs, and parts shelving. (Prospective proposers will be provided an opportunity to inspect the specific facilities in question to determine the size, layout, and condition of the facilities and equipment provided prior to submitting its proposal. Any required changes in the physical layout of the parts room should be indicated in the proposal. Capital improvements necessary to implement a successful contract may be negotiated as part of the resulting contract agreement

NOTE: Proposals may include combining the parts operation for the County's Police Garage and its Heavy Equipment Garage, but should specifically address changes in the physical layout.

8. No part shall be issued to fleet facility personnel without a properly executed parts requisition. A receipt for parts supplied will be given to each mechanic for each work order requisition for parts and supplies. The receipt shall contain specific tracking information, i.e. equipment number, reference number, receiving employee name, parts quantities, part number and alpha description, price detail and any other data deemed necessary for effective accounting tracking.. A

duplicate of each transaction must be provided with the billing for verification of accounting transactions.

9. Neither fleet facility employees nor any other individual or private enterprise will be allowed to purchase pans or supplies from the on-site parts store operation. Operations, stock, facilities and management of the on-site store are to be used solely for the Fleet facilities needs outlined. herein. Nothing herein however should prevent the Contractor from transferring pans stock from one Fleet facility shop to another to meet immediate needs of participating agency fleets.

10. The Contractor shall be expected to provide any special training to mechanics or employees as deemed appropriate for use of new or current products. The Contractor must also maintain a current on-site parts list, repair instructions and diagram program.

11. The Contractor may provide training to mechanics as deemed appropriate for use of new or current products. The cost, if any, for such training will be mutually agreed upon between the agency and the vendor prior to the training.

12. Parts warranties shall be provided by the supplier on major and/or expensive assemblies (i.e. engines, transmissions, pumps, transfer cases, etc.). The warranties must include conditions and certification.

13. Nothing herein or in the resulting contract shall prevent the fleet agencies from procuring repair parts from other vendors in the course of obtaining repair services from such commercial vendors

D. WASTE PRODUCTS The Contractor shall be expected to provide on-site, removal or recycling services for the following: used motor oil, used hydraulic fluid, used antifreeze, used reEngerant, scrap and retreadable tire casings, used batteries and battery acid. Disposal of any such products shall be only in a manner prescribed by Federal, State and local laws. The fleet facilities shall have the right to obtain copies of all manifests and other records for shipping and disposal of such products to ensure proper disposal, handling and shipping, in accordance with all applicable laws. The proposal shall include disclosure of any notice of violation received by the proposer concerning shipment or disposal of any such product or other hazardous material.

E. ROAD THE SERVICE Included in its proposal, an add-alternate component is requested for providing 24-hour/day, 7-days per week, tire service for fleet vehicles within Jefferson County, Kentucky. Response times of one hour or le sought. Proposals should address whether they would include all fleet tires, and include unit pricing, number of service vehicles, and other information deemed pertinent.

F. PART AND SUPPLY AVALABILITY

Prior to assuming control of the parts operation, the Contractor and the respective fleet facility head will jointly determine the adequacy of inventory at each site. The Contractor shall be expected to maintain maximum eff~ciency for stock items necessa~y to provide 80% Of parts requirements within one (1) hour of demand, 90% within two (2) hours, and the balance within 24 hours Of demand. If the Contractor cannot provide the item within the timeframe needed, the facility supervisor shall be not)fied for a determination as to whether to buy the item(s) elsewhere. The Contractor is responsible for shipping, delivery, packaging and handling Of all parts and supplies. Any non-stock items that must be shipped to the on-site store that result in freight costs charged back to the fleet facility must be agreed to before the Contractor secures the item(s). The Contractor must notify the fleet agency requester ofthe price of any item requested tfiat is not listed on the Contractor standard pnce sheet and the fleet agency representative must agree to the price before that item is secured. All items purchased by the Contractor for the fleet agency that are not listet on standard Contractor price sheets must be priced at specific across the board percentage over cost-plus-freight. This percentage must be standard on all such items. The Contractor must be able to provide proof of cost plus freight to verifjr pricing.

G. IMPLEMENTATION TIME TABLE The Purchasing Department and the fleet facilities participating envision the Contractor be able to begin parts operation on-site within 120 days of contract approval.

5. ~TFORMATION REQU~EMENTS FOR AWARD CRITERIA

A The offering vendor may be required to make an oral presentation in response to this RFP.

B. A written narrative statement must be provided in the proposal that addresses the following:

1. What is your experience in providing automotive and heavy equipment parts and supplies to government entities or other fleet entities? List references with contact names and phone numbers.

2. Provide names, qualifications, resumes ant experience of personnel to be assigned to the implementation of this project.

3. Demonstrate that the offering company has the financial stability and capability to support the financial burden of operating such a system as proposed.

4. Where will inventory come from including locations and/or numbers of parts stores, distribution centers, manufacturing centers, etc.

5. What kind of on-demand ratio can you provide for expected inventory purchases.

6. What is your response time for items not met on demand from inventory?

7. How do you propose to handle the facilities' existing inventory.

8. How many part numbers are available from your inventory system and what general categories do they cover.?

9. How do you propose to handle billing procedures to the respective fleet agencies involved?

10. What kind of comprehensive reports on parts activities, and other stock items can you provide along with what type of vehicle history tracking and repair information.?

1 1. What is your proposal concerning the integration of the existing respective fleet management information systems?

12. What type of parts lists, repair, and maintenance soRware or hardcopy program do you propose to use.?

13. How do you propose to handle non-stock items and what pricing structure and procedures will you use for their procurement? This includes OEM, non-inventory pans, chemicals, etc.? (Please note that the fica equipment to be maintained under the resulting contract includes many types of construction equipment with somewhat unique or limited parts suppliers. Proposals should specifically address this component of the work and describe how the proposer intends to provide a higher level of sermce or better pricing than fleet agencies might currently enjoy with their inhouse parts operations.)

14. How do you propose to handle removal of the waste products generated at the facilities, including batteries, waste tires? Include the process and vendors to be used for recycling anti-freeze and refrigerant, retreading tires etc. Describe any notices of violation by environmental authorities regarding handling or disposal of such products.

15. What do you propose for road service concerning tire changes, repairs or replacements on a 24-hour/day basis?

16. Describe in detail the inventory system you use and its operational features.

17. What format and pricing schedule will you use for stock parts and supplies? Provide the cost accounting methodology to be used to recover costs of

overhead, pickup/delivery, persoMel, and inventory carrying costs. Include firm price sheets or line item-less-discount for proposal.

18. What is your policy concerning defective, inferior, non-fit items and any other general warranty guarantee considerations?

I 9. List any problems with the conditions of this RFP and your proposed solution to those existing problems.

20. Provide other narrative descnption you deem necessary to outline your proposal in its entirety which shall include implementation plan, personnel plan, insurance coverage, description of existing systems in place, or any other information that impacts your finn's ability to provide the services requested in this RFP.

6 FORMAT REQU~ED The proposal must be presented in tabs (EIGHT (8) COPES REQU~ED) and organized to correspond to the layout of the RFP. To be considered substantive, the proposal must respond to all requirements ofthe RFP. Any other information thought to be relevant, but not applicable to the enumerated categones, should be provided as an appendix to the proposal. If publications are supplied by the proposer to respond to a requirement, the response should include reference to specific document and page.

A. Management Summary: Include a narrative descnption of the proposed offer and a list of senrices that will be rendered.

B. Proposal Specifics: Provide written responses to list of questions in RFP.

C. References: Provide a list of projects of similar nature that your firm has completed or is currently working, with references. Also provide a detail of the history of your firm.

D. Cost of Proposed Services: Provide a method of charging and an estimated cost for the proposed services. The method of charging shall be provided in complete detail. If your me~hod discoun~s from trade price lists, include a copy of any such list. Be specific on how the costs were calculated (i.e. labor, administrative overhead, etc.)..

7. PRE-PROPOSAL CONFERENCE There will be a mandatory pre-proposal conference to discuss this RFP, as scheduled in the "Invitation To Bid" announcement accompanying this RFP, and a mandatory site visit, scheduled in conjunction with the pre-proposal meeting.

8. RFP QUESTIONS

Prospective bidders/proposers should direct their questions in wnting to Mr. Bob Cromis Louisville-Jefferson Co. Purchasing Room 306 Fiscal Court Bldg. 531 Court Place Louisville, KY 40202

Phone: (502) 574-5796

9. E /ALUATION AND SELECTION PROCESS

A. Proposals will be initially screened and any substantially non-responsive proposals will be eliminated from further consideration. The responsive prop will be reviewed by an Evaluation Committee. The Committee may interviev offerers or seek oral presentations to clarify specific matters presented in the proposals. These discussions will allow the proposer to elaborate on hi&/her proposal and for the Evaluation Committee to request other pertinent inform The Evaluation Committee will use information presented in the proposal, to contractors in accordance with critena stated in the RFP. The selected offere be required to assume responsibility for all se~vices offered in his/her propos' Further, the City/County Purchasing Department will consider the selected o to be the sole point of contact with regard to contractual matters.

B. GENERAL SELECTION CRITERIA The Evaluation Committee will use the following evaluation criteria and weighting &ctors in selecting the firms for negotiation and recommendation for award of contract.

Critena a. Experience Providing Similar Services b. Inventory Capabilities c. Cost d. Implementation Plan

Wei~ht 35% 35% 20% 10%

TOTAL I 00%

10. TERMS AND CONDITIONS

A. The Purchasing Depanment reserves the right to reject any and all proposals. The Purchasing Department reserves the right to negotiate with the selected offerer in orter to best serve the needs of the County and MSD, such negotiation in respect to both cost effectiveness as well as comprehensive program design.

B. Return of Proposal The materials submitted by any and all offerers under this RFP will become the property of the Purchasing Depanment. However, if any portion of a proposal is market "propnetary" and is highlighted, this portion can be returned after contract award, if so requested. Budgets and pace quotations are considered public information in proposals submitted. Classifying such information in the proposals as "proprietary" or "confidential" may be deemed as void designations.

C. Standard Contract Tbe sdected contractor will be expected to enter into an agreement in a form typically used by the County andlor by MSD.

D. Work under the resulting contract shall not be assigned or subcontracted without the prior written consent of the Purchasing Director.

E. The Purchasing Department, and/or the respective Finance Departments of any participating fleet facility reserve the nght to review any or all ofthe contractor's files ant records pertaining to the resulting contract where payments are based on contractor's record oftime, salaries, matenals or actual expenses during normal business hours with forty eight (48) hours notice

11. CONTRACT TERM The resulting contract agreement shall be for a period one (1) year from the date of its execution, and shall automatically renew for additional periods of one year for four additional 1-year periods unless canceled by either party in accordance ~vith tbe cancellation provisions provided fuhher herein. The resulting contract from this RFP may not be canceled by either party except as provided below.

~ Convenience: Either party may cancel the contract for convenienec for one or more of the fleet facilities under contractor operation effective at the time of contract renewal by giving written notice of its intent NOT to renew to the other party six (6) months in advance by registered mail return receipt requested.

B. Cause

Either party may cancel the contract for cause if the other party fails to abide by the terms and conditions of the contract, and offer written notice of such failure by the aggrieved party to the other by registered mail return receipt requested, said not)fied party fails to correct its failure within thirty days, and the two panics cannot agree to a mutually satisfactory resolution,. provided further however, that in such event the canceled party may seek injunctive relief in a court of local jurisdiction.

C. Loss of Funding The contract may be canceled in whole or in part for any of the participating fleet facilities in the event that the legislative or governing body for said facility fails to allocate funds for continuation of the supplies and services provided under the contract. In such event, the applicable agency or agencies shall provide written not)fication to the contractor as soon as possible, and that portion of the contract services shall cease with the expiration of the funding term.

12. INSURANCE and INDEMINFICATION prior to award of the resulting contract, the selected vendor shall furnish to the Purchasing Department and shall maintain proof of general liability with products and completed operations, or garage liability which includes the above coverage, with limits of at least S 1

Million for automobile liability, property damage, and bodily injury and at least S100,000 for employees' dishonesty insured on all applicable policies. The contractor will be held responsible for insurance on all parts inventory under his ownership. The contractor shall agree to waive subrogation in the event of a property loss caused by any resulting contracting fleet facility or its employees . The contractor shall also provide unemployment insurance coverage and workers compensation insurance to the extent required by applicable state statute.

The successful contractor shall further agree to defend, save harmless and indemnify, Jefferson County Fiscal Court, the Metropolitan Sewer District, their officers and employees and board members from and against any and all claims for drainage against them individually or collectively allegedly caused by the contractor's errors, omissions, or negligent act in the performance of services under this contract.

Additionally, the successful contractor agrees to defend, save harmless and indemnify Jefferson County Fiscal Court, and Metropolitan Sewer District from and against all claims for damages against any or all of them allegetly caused, or effectively contributed, by the contractor's failure to perform to the terms and conditions of the resulting contract.

The contractor shall furnish an original Certificate of Insurance naming the said County and MSD as additional insured. This will be required upon signing the contract. It is NOT necessary to include this with your proposal. Also, the Purchasing Department reserves the right to negotiate the specific insurance needs to meet any special requirements of any ofthe participating fleet facilities. If any proposer wishes to take exception to the above described insurance provisions, please note the exception in the proposal submitted.

REPAIR FACILITIES- ATTACHMENTS A. JEFFERSON COUNTY POLICE GARAGE B JEFFERSON COUNTY HEAVY EQUIPMENT GARAGE C. METROPOLITAN SE\~R DISTRICT FACILITY

JEFFERSON COUNTY POLICE GAGE

3528 NEWBURG ROAD

Normal 1 hours of operation:

Monday - Friday 0630 to 1700 hours

Shop Personnel

Supervisors Parts Mechanics Service Workers - Custodial Clerical

Current Parts Inventory S280,000

Emergency Operations - The garage is ~ supported unit of the Police Department. When necessary to maintain emergency service. to the citizens of the community, the garage is open. Civil disturbance-, natural disasters, catastrophic incidents, and severe weather would all qualify for emergency operation of the garage.

FLEET COMPOSITION

Year Hodel Quantity

1984 - 1995 1979, t982-1984

Ford Crown Yics 394 6.M.C.

FORD 1973 F-350 1 1984-1986, t988 E-150 Yan 3 1983 1/2 ton Pick-uP 1 t982 - 1990 Mustang 4 1991 - 1994 Taurus 7 1979, t990 E-250 4 1980 Bronco 4 1986 Lincoln 1 1g88 Thunderbird 1 1991 E-342 Van 1 1988 F-150 1 1973 F-350 1

f L FLEET COMPOSITION I T ION

~fear Model Quantity

Chevrolet 981 - 1991 Yan 6 1988 - 1991 Pick-uo 3 19~8 - 1992 Camaro 10 1991 -1995 Lumi na 19g3 - 1995 Beretta 3 1990 - 1994 Caprice 5 t986 CavaliQr 1 1987 B1azer 1 PONT I AC 1991 - 1995 Grand Prix 6 1992 Grand-Am 17 1992 Ftrebird 2 Iggo Bonneville 1

1988, 1990 Cadillac 2 1976, 1989, 199Q Boat 3 197B, 1980. 1982, 1989 Trailer 4 1984. 1987, 1994 Honda motorcycle 3 1979' 1980 Helicopter 2 1993, 1994 Jeep - 3 1983, te88, 1989 Tovota Di ck-uD 2 1989 Buick Century 3 1976 Bus 1 1991 Dodge Daytona 2 ~ggo Hercury Cougar 1 1g52 Fork lift 1 1989 Ai r com.pressor 1 1976 Onan RDJF 1 1992 BMW 1 1991 N1ssan 240 1 1991 Hazda LX 1 ,993 Eagle Talon 1

JEFFERSON COUNTY HEAVY EQUIPMENT GARAGE 3528 NEWBURG ROAD

NORMAL WORK HOURS: MONDAY-THURSDAY 7 AM TO 5:30 PM SHOP PERSONNEL-CURRENTLY

Supervisory Parts Personnel Mechanics Service Workers 3 Office Clerical I TOTAL

6

13

CURRENT PARTS INVENTORY $ 100,000

EMERGENCY OPERATIONS: The principal emergency operating condition involves snowlice storm operations. When County Works crews are plowing snow or spreading salt due to snow/ice conditions, the garage is usually activated for operations at the same time. This may often involve late night operations, or weekend operations (Friday-Sunday). This normally accounts for 90% of the garage overtime demand.

However, the garage may sometimes operate in overtime conditions if a backlog of repair work exists, or if summer severe storms create an around-the-clock clean-up condition.

FI~EET COMPOSITION Light Tn~cks Chev./GMC Blaz Chev. Pickups Ford Pickups Ford 3/4 Ton Van Ford Explorer

Medium Duty Trucks Ford Chev. GMC I-H FordtLid-A11 50'Aerial

Heavy Duty Trucks

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix 0

DOT/PF SEF presentation to Privatization Subcommittee dated August 27, 1999

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

STATE EQUIPMENT FLEET

PRESENTATION TO

THE

STATE OF ALASKA

COMMISSION ON PRIVATIZATION

AUGUST 27, 1999

A Short History
of the
State Equipment Fleet
and
The Highway Working Capital Fund

Mission: To allocate, maintain and manage state-owned vehicles, equipment and attachments for safe and appropriate use.

The Highway Equipment Working Capital Fund (HEWCF) and State Equipment Fleet (SEF) were established in 1960 by AS 44.68.210-250. At that time they were part of the old Department of Public Works.

In 1962 by Executive Order No. 18 HEWCF and SEF were transferred to the newly created Department of Highways. The Departments of Highways and Public Works were combined in 1977 into a single Department of Transportation and Public Facilities by Executive Order No. 39. Since that time they have been part of DOT&PF. In 1988 authority to purchase fleet assets was moved from the Department of Administration to SEF.

SEF is composed of four groups. The three regional maintenance delivery sections are under the administrative control of the DOT&PF Maintenance and Operations divisions in Anchorage, Fairbanks, and Juneau. The headquarters section, which is part of the department's Administrative Services Division, is located in Anchorage. It has primary responsibility for asset procurement, internal and federal rate development, finances, fleet information systems, and statewide policy.

SEF operates 44 shops and has more that 160 employees. There are 6,600 assets under SEF control. Its annual operating and capital budgets are approximately $19 million and $10 million respectively.

Up until 1986 asset replacement was operated as a sinking fund. During the mid 1980s more than $60 million in cash was transferred out of HEWCF to the General Fund to help out with the State's budget problems. Since that time, HEWCF replacement has operated as a revolving fund.

OMB annually approves the SEF replacement and operating rates. SEF is audited by DOT&PF's Internal Review, Legislative Audit, and on occasion by the federal government. It uses generally accepted accounting procedures and is required to produce annual income and balance statements.

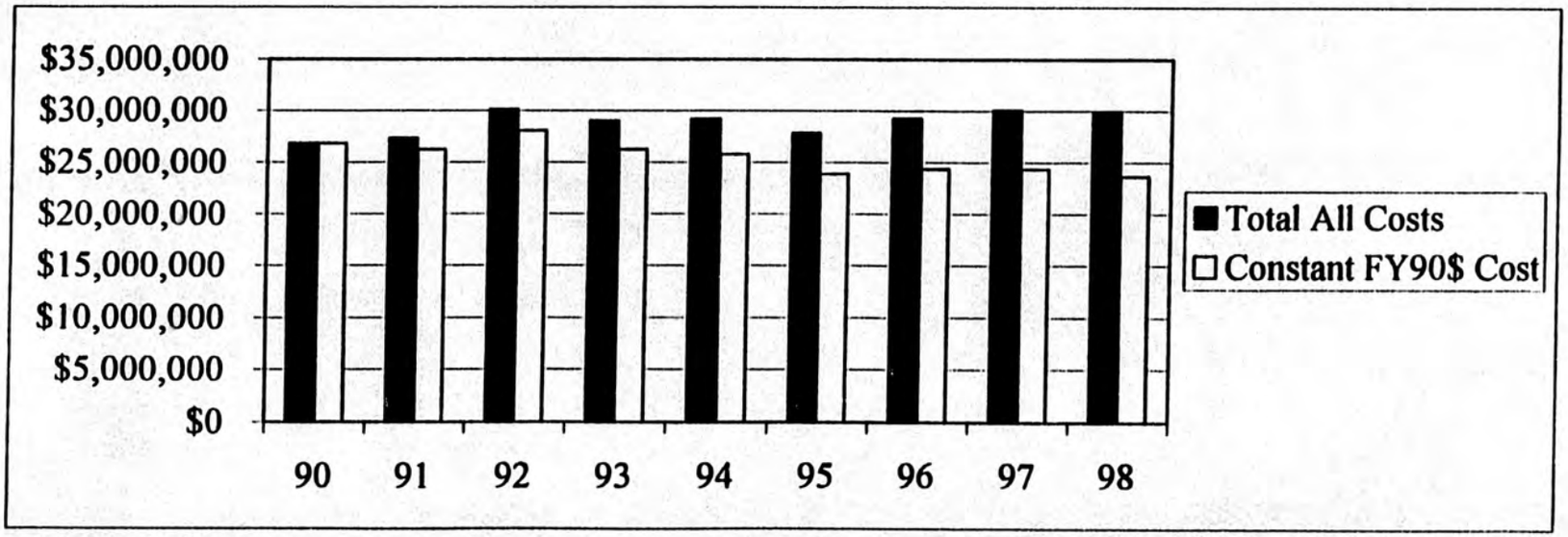
Over/under adjustments are made to the rates to produce a zero net profit status.

Department of Transportation and Public Facilities
State Equipment Fleet

BRU	Component	FY00 Budget Authorization	Fund Source	Amount
Administration and Support	State Equipment Fleet Administration	2,274.3	Highway Working Capital Fund	2,259.0
			Interagency Receipts	15.3
State Equipment Fleet	Central Region State Equipment Fleet	7,702.7	Highway Working Capital Fund	7,552.3
			Interagency Receipts	150.4
State Equipment Fleet	Northern Region State Equipment Fleet	10,723.4	Highway Working Capital Fund	10,256.3
			Interagency Receipts	467.1
State Equipment Fleet	Southeast Region State Equipment Fleet	1,892.5	Highway Working Capital Fund	1,659.4
			Interagency Receipts	233.1
Total		22,592.9	Highway Working Capital Fund	21,727.0
			Interagency Receipts	865.9

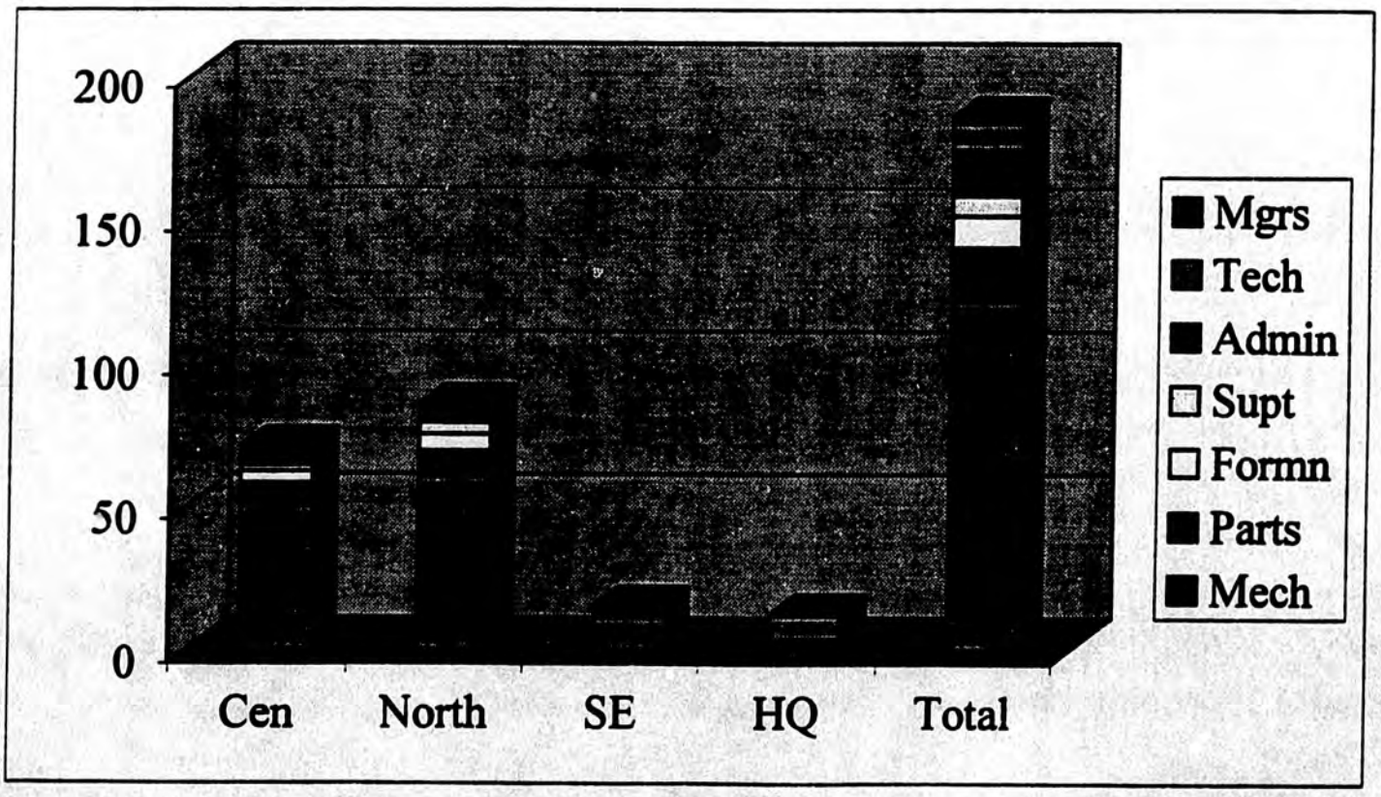
State Equipment Fleet
Cost Trends (Audited)
FY 1990 thru FY 1998

Account	90	91	92	93	94	95	96	97	98	% Change 90 to 98
Personal Services	$9,472,055	$10,124,369	$10,619,846	$10,689,295	$10,891,435	$11,074,855	$11,777,837	$11,317,571	$11,070,372	16.9%
Expenses	10,180,280	10,215,020	9,949,645	9,786,720	10,049,152	9,213,287	9,593,710	9,949,811	10,063,382	-1.1%
Non SEF Overhead	630,200	662,087	684,700	701,070	700,600	704,000	680,800	688,300	655,700	4.0%
Total Operating	**$20,282,535**	**$21,001,476**	**$21,254,191**	**$21,177,085**	**$21,641,187**	**$20,992,142**	**$22,052,347**	**$21,955,682**	**$21,789,454**	7.4%
Depreciation	$6,991,492	$7,049,373	$8,445,231	$7,455,170	$7,709,046	$6,877,802	$7,757,792	$7,880,660	$8,216,460	17.5%
(Gain) or Loss on Sale of Vehicle	(436,324)	(742,533)	419,111	373,769	(163,922)	(239,280)	(980,607)	(183,996)	(378,603)	NA
Interest	0	0	0	0	0	169,466	422,179	414,358	218,842	NA
Net Capital Costs	**$6,555,168**	**$6,306,840**	**$8,864,342**	**$7,828,939**	**$7,545,124**	**$6,807,988**	**$7,199,364**	**$8,111,022**	**$8,056,699**	22.9%
Total All Costs	**$26,837,703**	**$27,308,316**	**$30,118,533**	**$29,006,024**	**$29,186,311**	**$27,800,130**	**$29,251,711**	**$30,066,704**	**$29,846,153**	11.2%
Constant FY90$ Cost	**$26,837,703**	**$26,207,597**	**$28,062,662**	**$26,238,925**	**$25,732,956**	**$23,843,180**	**$24,357,427**	**$24,306,853**	**$23,632,275**	-11.9%
Inflation Index	1.000	1.042	1.073	1.105	1.134	1.166	1.201	1.237	1.263	26.3%



State Equipment Fleet
FY2000 Authorized Positions by Region

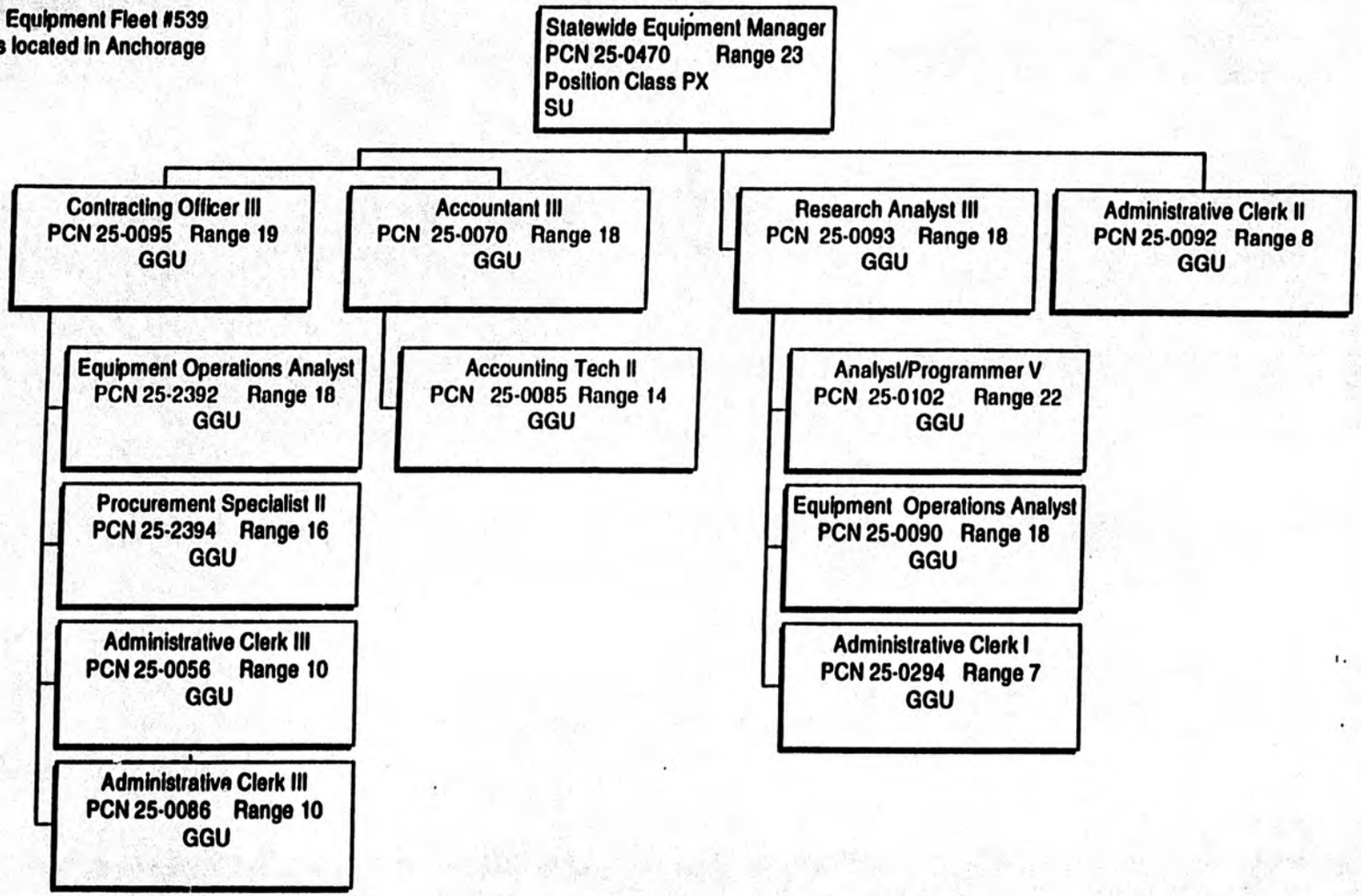
Region	Mech	Parts	Formn	Supt	Admin	Tech	Mgrs	Total	Vacant
Central									
Positions	50	8	4	2	5	1	1	71	10
Percent	70%	11%	6%	3%	7%	1%	1%	100%	14%
Northern									
Positions	60	9	6	4	6	0	1	86	9
Percent	70%	10%	7%	5%	7%	0%	1%	100%	10%
Southeast									
Positions	11	2	1	1	1	0	0	16	2
Percent	69%	13%	6%	6%	6%	0%	0%	100%	13%
Headquarters									
Positions	0	0	0	0	4	8	1	13	2
Percent	0%	0%	0%	0%	31%	62%	8%	100%	15%
Total									
Positions	121	19	11	7	16	9	3	186	23
Percent	65%	10%	6%	4%	9%	5%	2%	100%	12%
APWA Survey	64%	6% ncl in Mgr		ncl in Mgr	8%	6%	16%	100%	



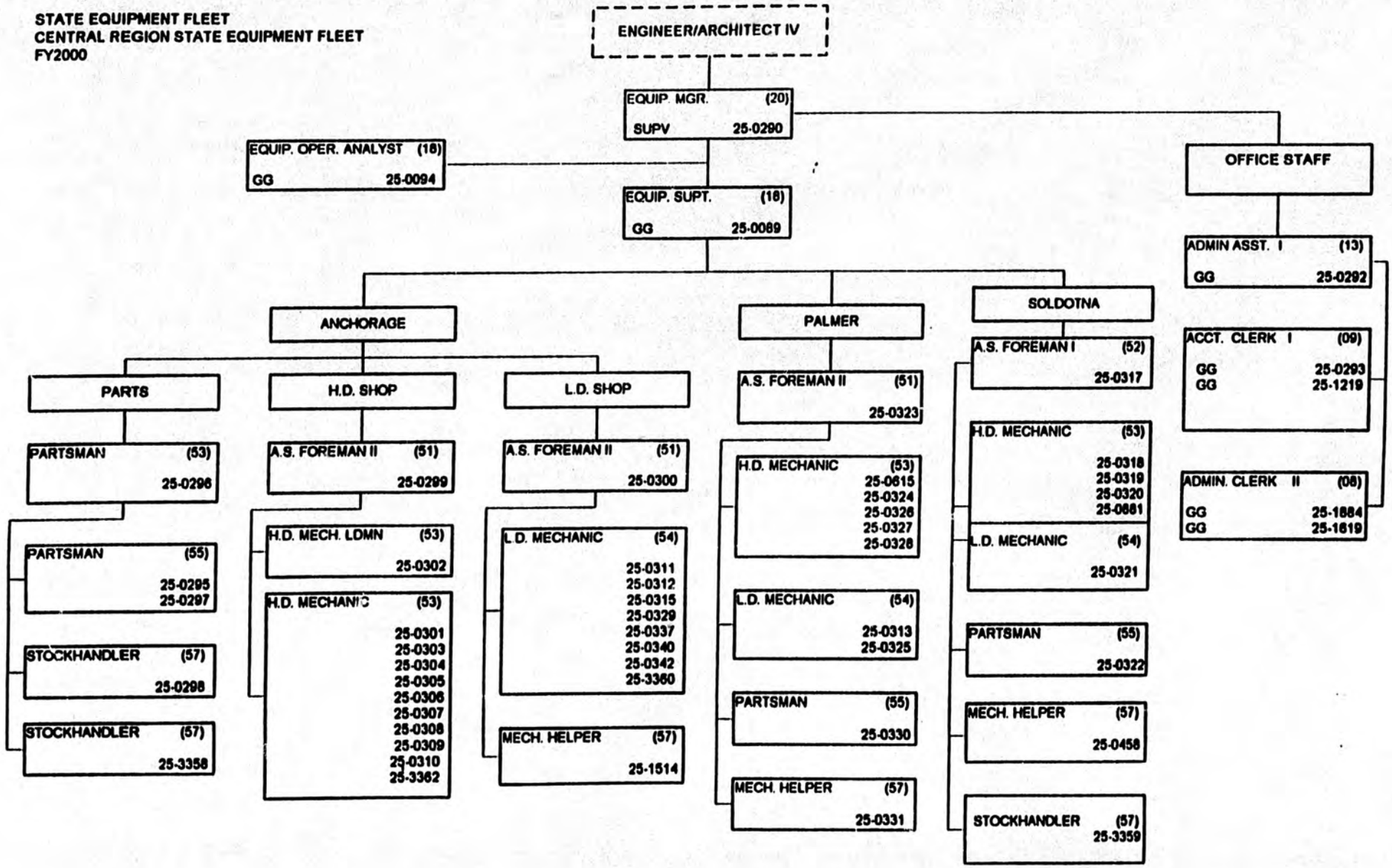
Agency: Department of Transportation & Public Facilities

BRU: Statewide Administrative Services

COMPONENT: State Equipment Fleet #539
FY2000 - All positions located in Anchorage



STATE EQUIPMENT FLEET
CENTRAL REGION STATE EQUIPMENT FLEET
FY2000



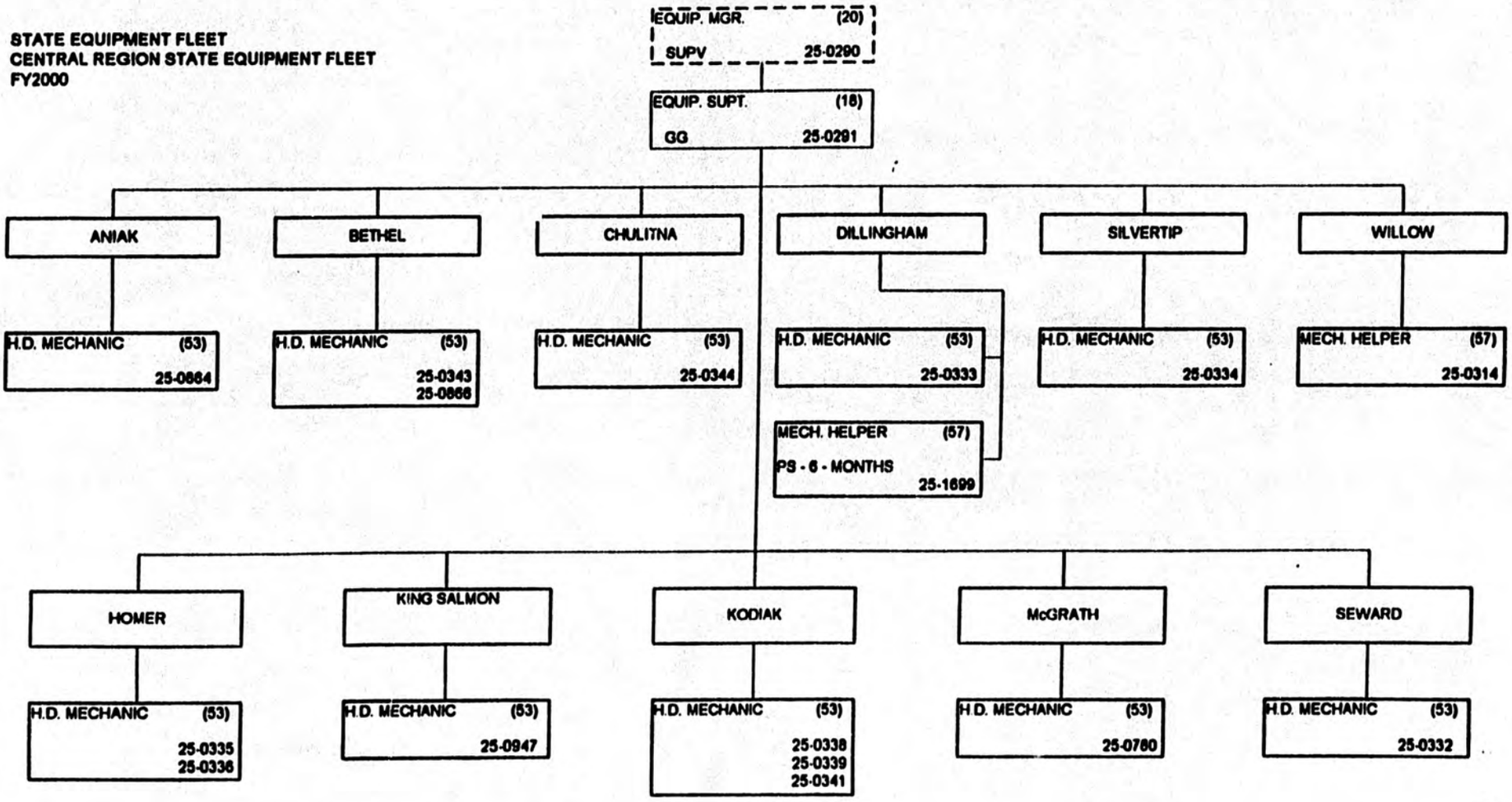
TOTAL POSITIONS THIS DISTRICT 71

FULL TIME POSITIONS 70 SEASONAL POSITIONS 1

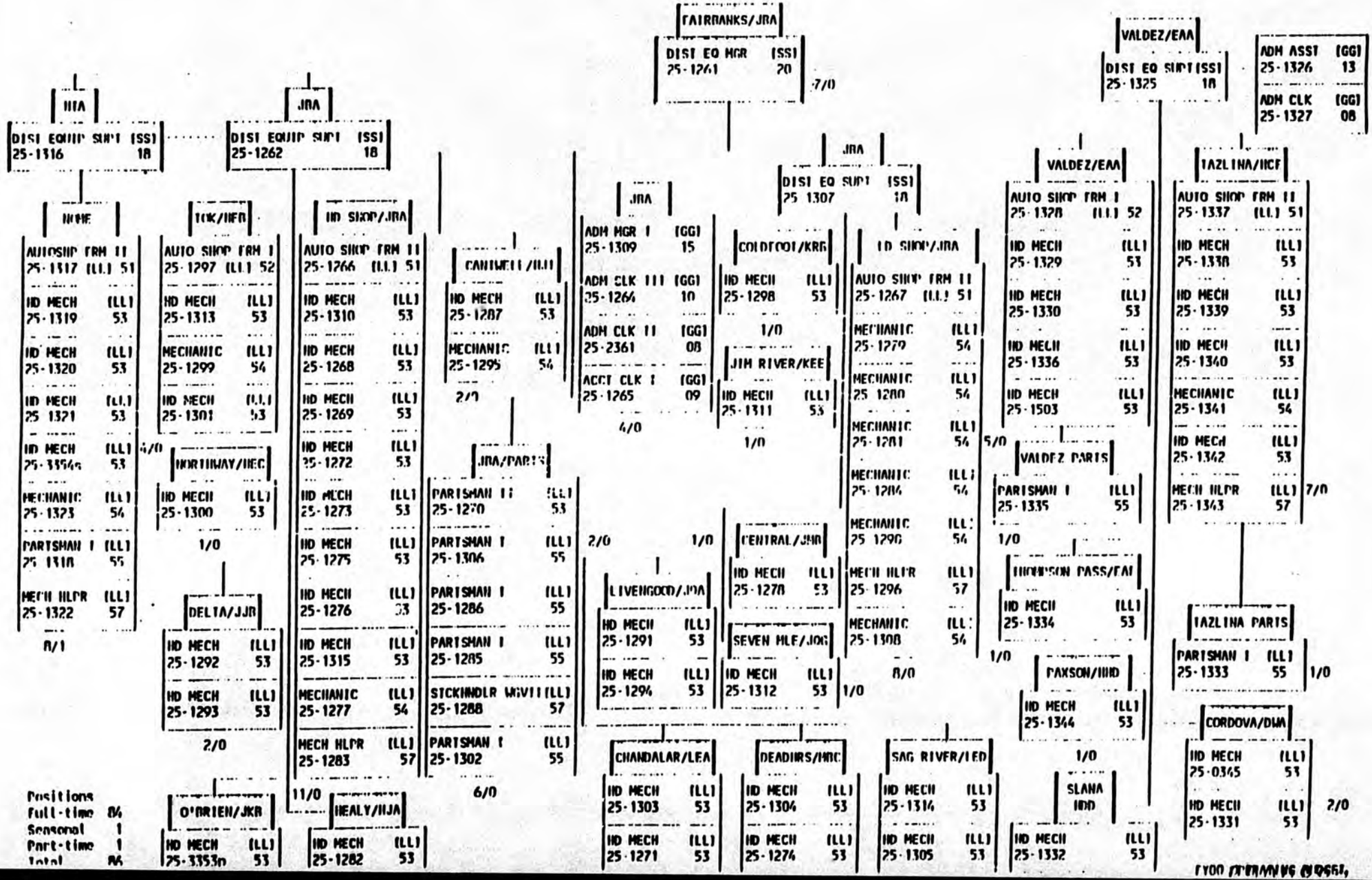
Footnotes:
All positions in Anchorage unless otherwise noted

All positions are LTC unless otherwise noted

STATE EQUIPMENT FLEET
CENTRAL REGION STATE EQUIPMENT FLEET
FY2000



DEPARTMENT OF TRANSPORTA[illegible] & PUBLIC FACILITIES
STATE EQUIPMENT FLEET
NORTHERN REGION STATE EQUIPMENT FLEET

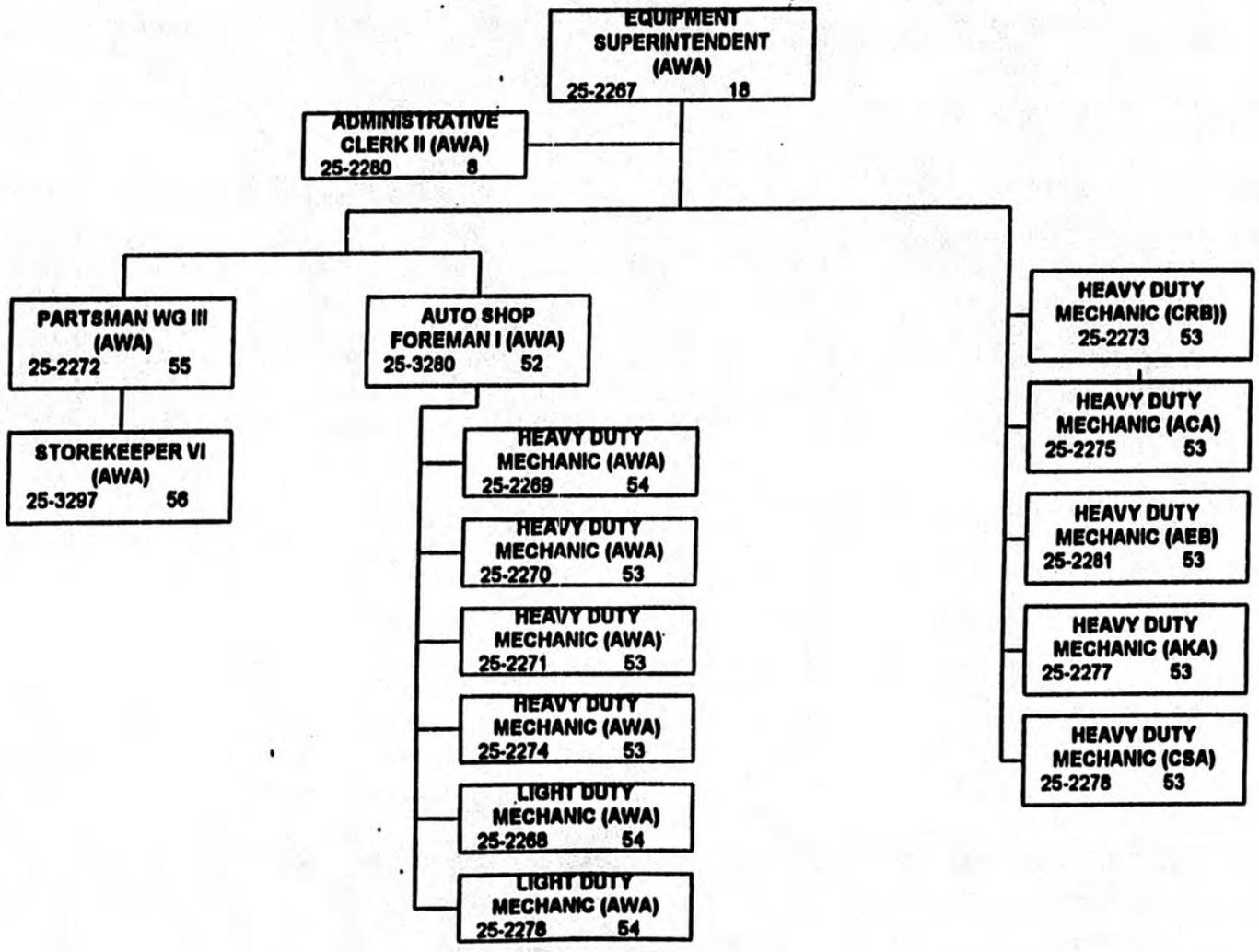


Positions
Full-time 84
Seasonal 1
Part-time 1
Total 86

FY00 [illegible]

FY 00 STAFFING PLAN

BRU: State Equipment Fleet
COMPONENT: Southeast Region State Equipment Fleet
596



All positions are Permanent Full-Time ...ed in Juneau unless specified otherwise.

State Equipment Fleet
Fleet Assets by Department and Model Year
Excluding AHFC and U of A
(Status 'A' Assets Only)

	Model Year									
Department	**<=64**	**65-69**	**70-74**	**75-79**	**80-84**	**85-89**	**90-94**	**95-99**	**Total**	**Percent**
01 Governor								2	2	0.0%
02 Administration	1	2	3	4	6	12	25	15	68	1.0%
03 Law				1		1	3	2	7	0.1%
04 Revenue							2	3	5	0.1%
05 Education	2	4	5	8	5	9	13	4	50	0.8%
06 H&SS				2	4	17	67	72	162	2.4%
07 Labor						6	11	30	47	0.7%
08 Commerce		1	1	3	11	13	19	9	57	0.9%
09 M&VA	5	3	2	7	4		8	17	46	0.7%
10 DNR	24	18	19	44	65	124	130	75	499	7.5%
11 F&G	11	10	29	80	131	153	181	115	710	10.7%
12 DPS				4	18	20	152	281	475	7.1%
16 SEF & Pools	4	4	12	48	71	141	107	59	446	6.7%
18 DEC				3	1	18	33	19	74	1.1%
20 Corrections	9	14	17	35	40	43	51	66	275	4.1%
21 C&RA					2	2		1	5	0.1%
25 DOT&PF	36	23	95	179	472	581	1266	1065	3717	55.9%
Total	92	79	183	418	830	1140	2068	1835	6645	100.0%
Percent	1.4%	1.2%	2.8%	6.3%	12.5%	17.2%	31.1%	27.6%	100.0%	

State Equipment Fleet
Fleet Assets by Group and Model Year
Excluding AHFC and U of A
(Status 'A' Assets Only)

	Model Year									
Group	**<=64**	**65-69**	**70-74**	**75-79**	**80-84**	**85-89**	**90-94**	**95-99**	**Total**	**Percent**
Light Duty	9	5	12	78	159	498	911	905	2577	38.8%
Medium Trucks	4	8	21	30	63	60	44	39	269	4.0%
Heavy Trucks	6	8	9	20	39	70	114	86	352	5.3%
Heavy Equipment	10	11	39	72	158	123	348	235	996	15.0%
Trailers	54	38	56	101	169	119	164	144	845	12.7%
Support Equipment	5	5	14	48	102	83	76	81	414	6.2%
Miscellaneous	2		5	3	6	1		5	22	0.3%
Attachments	2	4	27	66	134	186	411	340	1170	17.6%
Total	92	79	183	418	830	1140	2068	1835	6645	100.0%
Percent	1.4%	1.2%	2.8%	6.3%	12.5%	17.2%	31.1%	27.6%	100.0%	

State Equipment Fleet
Asset Categories

I. Billing Status.

1. **Wet Rental.** Assets that are eligible for replacement with HEWCF funds and have maintenance performed by SEF. They are charged replacement and operating rates. Some examples are:

W07	Seven year amortization period.
W12	Twelve year amortization period.
WZ	Fully amortized asset but not yet replaced. Replacement rate is reduced to amount that recovers inflation.

2. **Dry Rental.** Assets that are eligible for replacement with HEWCF funds and any maintenance done by SEF is billed when performed. They are charged replacement rates only. These units are usually at locations where SEF does not have any maintenance capabilities. Some examples are:

D04	Four year amortization period.
D15	Fifteen year amortization period.
DZ	Fully amortized asset but not yet replaced. Replacement rate is reduced to amount that recovers inflation.

3. **Non Rental.** Assets that are not eligible for replacement with HEWCF funds and any maintenance done by SEF is billed when performed. They are not charged any operating or replacement rates. These units include those that are leased, acquired from federal surplus, AIA and FIA assets, and those belonging to the University and the Housing Authority. Some examples are:

N05	Five year depreciation period.
N10	Ten year depreciation period.
NZ	Fully depreciated asset.

4. **Wet Non Rental.** Assets that are not eligible for replacement with HEWCF funds but have maintenance performed by SEF. They are charged operating rates only. Typical units are snow removal and ARFF assets at rural airports that were purchased with AIP funds. The billing status code for all units in this category is WN.

5. **X Status.** Units that have been replaced but are kept in service as spares or for seasonal use. They are not eligible for replacement with HEWCF funds. They are not charged replacement rates. There are two examples in this category:

WX	Units that are charged operating rates.
DX	Units that are not charged operating rates.

II. Asset Status.

1. **Active in Service—AIS.** Assets that are assigned full time to the operating department.

2. **Active Daily Pool—ADP.** Assets that are rented to the departments on a daily basis.

3. **Active Rental Pool—ARP.** Assets that have been turned in by the using agency and are awaiting reassignment to another agency.

4. **Active Awaiting Assignment—AAA.** Assets that have been received and are being shipped to their assigned location or are in the process of being made ready for assignment.

III. Classes and Groups.

1. **Classes.** Categories of assets that are of the same size and type. Classes are used to determine operating rates. There are more than 300 classes in the fleet. Some examples are

108	Intermediate sedans.
115	Police Interceptors.
122	Pickup, 4x2, ½ Ton.
155	Pickup, 4x4, ¾ Ton.
158	Suburban, 4x4, ¾ Ton.
217	Dump Truck, 6x4, 8CY.
286	Dump Truck, 6x6, 8CY.
338	Wheel Loader, 4CY.
357	Grader, 37000 Lb.
566	Sander, 8CY.
626	Trailer, Lowboy, 50 Ton, Folding Gooseneck.
726	Snow Blower, Loader Mounted, 1200+ TPH
737	Snow Blower, Truck Mounted, 3000+ TPH.
840	Belly Blade, Truck.
856	Snow Wing, Grader

2. **Groups.** Classes are aggregated into groups. There are a total of eight. They are:

01	Light Duty. Sedans, interceptors, pickups, vans, SUVs.
02	Medium Trucks. Wreckers, flat bed trucks, utility trucks.
03	Heavy Trucks. Fifth wheel tractors, dump trucks, tank and distributor trucks.
04	Heavy Equipment. Graders, loaders, snow blowers, dozers, compactors, forklifts, sweepers, traffic liners.
05	Trailers. All types.
06	Support Equipment. Compressors, welders, generators, drills, steam boilers, road repair, sanders.
07	Miscellaneous. Crushers, conveyors.
08	Attachments. Brush cutters, snow wings and plows, belly blades, u-blades, loader buckets, rippers, mowers, cranes.

State Equipment Fleet
Fleet Assets by Group and Billing Status
Excluding AHFC and U of A
(Status 'A' Assets Only)

	Group									
Billing Status	Light Duty	Medium Trucks	Heavy Trucks	Heavy Equip	Trailers	Support	Misc	Attach	Total	Percent
Wet	1078	54	183	309	50	215	4	567	2460	37.0%
Wet Z	340	36	10	36	11	30	1	81	545	8.2%
Wet X	459	45	34	87	24	39	4	154	846	12.7%
Wet N	7		14	176	2	12		139	350	5.3%
Sub-Total	1884	135	241	608	87	296	9	941	4201	63.2%
Dry	55		10	26	3	20		24	138	2.1%
Dry Z	30	2	2	5	1	6		6	52	0.8%
Dry X	80	7	22	36	6	6	1	33	191	2.9%
Sub-Total	165	9	34	67	10	32	1	63	381	5.7%
Non	528	125	77	321	748	86	12	166	2063	31.0%
Total	2577	269	352	996	845	414	22	1170	6645	100.0%
Percent	38.8%	4.0%	5.3%	15.0%	12.7%	6.2%	0.3%	17.6%	100.0%	

State Equipment Fleet
Fleet Assets by Group and Amortization Period
Excluding AHFC and U of A
(Status Type = 'A' and Billing Types = 'D' and 'W')

Amortization Period	Light Duty	Med Trucks	Hvy Trucks	Hvy Equip	Trailers	Supp Equip	Misc Equip	Attach	Total	Percent
5 Years or Less	246	1							247	5%
6 to 9 Years	888	9	3	14		7		45	966	21%
10 Years or More	6	44	190	322	52	228	4	546	1,392	30%
Sub-Total	1,140	54	193	336	52	235	4	591	2,605	57%
Fully Amortized	361	38	12	41	12	36	1	87	588	13%
DX or WX Status	551	52	56	123	30	45	5	186	1,048	23%
WN Status	7		14	176	2	12		139	350	8%
Total	2,059	144	275	676	96	328	10	1,003	4,591	100%
Percent	45%	3%	6%	15%	2%	7%	0%	22%	100%	

State Equipment Fleet
Rate Methodologies

I. Replacement Rates.

Each fleet asset that is eligible for Highway Equipment Working Capital Fund replacement has its own rate. It is based on the following:

1. The original cost of the asset.
2. An inflation adjustment to the original cost using the Anchorage CPI.
3. Capitalized costs, if any.
4. The book salvage value of the asset.
5. Net replacement fees paid to date.
6. The remaining amortization life of the asset.
7. Replacement overhead including interest and adjustments for gain or loss on sale of assets and prior year over or under replacement overhead recovery.

The initial purchase of the asset is funded by the operating agency. Subsequent replacements of the asset are funded by HEWCF. At replacement time any over payment on an asset is returned to the agency. Conversely, the agency is required to make up any under payment. If the asset is turned in and not replaced, all net replacement fees paid to date are returned to the agency.

II. Operating Rates.

Operating rates are based on the three-year average asset maintenance cost by class or group of classes by department. Across the board adjustments to the averages are made to reflect prior year operating surpluses or deficits.

The averages do not include the costs of repairs due to damage or accidents. Those costs are billed directly to the operating agency if the repairs were performed by SEF. The cost of a repair that is capitalized, such as a major overhaul, is recovered in the asset's replacement rate.

Only wet-rental assets have operating rates. Any repair made to a dry-rental or non-rental asset is billed directly to the asset's owner.

State Equipment Fleet
Operating Rate Example
DOT&PF Class 217 Plow/Dump Trucks

Fiscal Year	Three Year Adjusted Maintenance Cost	Vehicles In Class	Average Cost/Vehicle	Average Cost Vehicle/Year	Average Cost Vehicle/Month
FY2000	$8,488,728	166	$51,137	$17,046	$1,420
FY2001	$8,129,232	166	$48,971	$16,324	$1,360

State Equipment Fleet
Equipment Management System (EMS)

The equipment management system (EMS) is a computer system that tracks asset costs, computes asset operating and replacement rates, manages parts and asset inventories, measures labor productivity, bills SEF's customers via the state accounting system (AKSAS), assists customers in managing their assets, and interfaces with the fuel credit card vendors.

The hardware and software for the EMS was purchased in 1991. The EMS software has been extensively modified since that time. It runs on a Wang mini computer. EMS is currently being moved to an IBM RS/6000. Completion date for the move is October 1999. This move was necessary to reduce overall support requirements, broaden the system's data handling capabilities, and to deal with Y2K non-compliance issues.

State Equipment Fleet
Recent Cost Reduction Actions

1. **Remove Fuel from the Operating Rates.**

   Starting in FY1999 fuel was removed from the operating rates. This change parallels the pricing strategy that rental car companies use. This is seen as a cost reduction action. When fuel was contained in the rates, the direct connection between fuel usage and costs was not evident. Users are now responsible for payment of their fuel and hopefully will reduce any excess consumption accordingly.

2. **New Fuel Credit Card Contracts.**

   Prior to this change the use of the state fuel credit card was billed at the posted pump price and included federal taxes. New credit card contracts were negotiated in 1997 with Tesoro, Williams (Mapco), Delta Western, and Crowley Marine that removed those federal taxes from the bill. Three of the contracts have additional discounts from the posted pump price. Transactions are now sent to SEF electronically. This eliminates the cost of entering them into the equipment management system for cost accounting and billing purposes. The estimated cost reduction is more than $250,000 per year.

3. **Non Omaha Orange DOT&PF Light Duty Vehicles.**

   DOT&PF no longer purchases Omaha orange light duty vehicles. This lowers the initial purchase cost and increases the sale price at disposal. Lifetime savings are projected to be $1,000 per affected vehicle.

4. **Departmental Operating Rates.**

   In FY1998 and earlier operating rates were composed of averages by class across all departments. Any savings that a department would make would accrue in part to the other departments reducing the incentive to make any changes. High cost vehicles in one department were averaged with low cost ones in another. Costs were shifted between departments. With the operating rates implemented in FY1999 each department stands on its own.

5. **Individual Asset Replacement Rates.**

   Up until FY1999 replacement rates were statewide averages by class across all departments. Within a single class even in the same department there were large differences in mounted equipment and accessories. The new rate strategy allocates the costs where they occur. Each asset now stands on its own.

6. **Multi Year Procurement Contract.**

Starting in 1998 multi year procurement contracts were implemented where appropriate. This saves the vendors the cost of having to prepare a bid each year. SEF saves by not having to issue as many invitations to bid.

7. **Posting of Bids on the Internet.**

SEF now posts its invitations to bid on the Internet. Local vendors and lower 48 manufacturers have immediate access to the bid and its specifications. Bid printing costs have been reduced by 90 percent.

8. **Concept Plow/Dump Trucks.**

Recently three concept plow/dump trucks were purchased. They have different hydraulic systems and controls from those we have been using. It is an attempt to find a more operator friendly and less costly to maintain and operate vehicle. A different body vendor supplied one of the units. If the latter unit proves to be effective we will have increased competition in the next round of plow /dump truck procurement.

Appendix A

Chapter 44.42. DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

Sec. 44.42.020. Powers and duties.

(a) The department shall

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(11) supervise and maintain all state automotive and mechanical equipment, aircraft, and vessels, except vessels and aircraft used by the Department of Fish and Game or the Department of Public Safety; for state vehicles maintained by the department, the department shall annually evaluate the cost, efficiency, and commercial availability of natural gas for automotive purposes, and the purpose for which the vehicles are intended to be used, and convert or purchase vehicles to utilize natural gas whenever practicable; the department may participate in joint ventures with public or private partners that will foster the availability of natural gas for all automotive fuel consumers;

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44.68 STATE PROPERTY

Article 01. USE OF STATE-OWNED VEHICLES

Sec. 44.68.010. Authorized uses.

State-owned vehicles may be used only in the conduct of state business. A state officer or employee may not use or permit the use of a state-owned vehicle except in the conduct of state business.

Sec. 44.68.020. Regulations.

The Department of Transportation and Public Facilities shall adopt regulations that

(1) define what is the use of state-owned automotive and mechanical vehicles in the conduct of state business and distinguish this use from misappropriation for private use;

(2) prescribe use governing the storage of state-owned vehicles in those locations where storage space, under the jurisdiction of the Department of Transportation and Public Facilities, is available for storage of state-owned vehicles;

(3) provide for the marking of state-owned vehicles as property of the state and for the use of distinctive license tags for state-owned vehicles.

Sec. 44.68.030. Exemptions.

AS 44.68.010 - 44.68.040 do not apply to the use of vehicles by the governor.

Sec. 44.68.040. Violations.

A state officer or employee who violates AS 44.68.010 - 44.68.040 or a regulation adopted under AS 44.68.010 - 44.68.040 is subject to dismissal from state employment upon hearing as provided for other dismissals for cause.

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Sec. 44.68.210. Fund established.

The highways equipment working capital fund is established as an intragovernmental service fund for the use of the Department of Transportation and Public Facilities.

Sec. 44.68.220. Use of fund.

The Department of Transportation and Public Facilities shall use the highways equipment working capital fund for necessary expenses resulting from the centralization of equipment maintenance and for the operation of supply depots. The annual estimated balance in the fund may be used by the legislature to make appropriations to the department to carry out the purposes of this section.

Sec. 44.68.230. Rental fees and charges.

(a) Receipts from rental fees and surcharges to the various departments for equipment rental, repair and supplies shall be deposited in the highways equipment working capital fund. The departments of the state government shall include in their annual budgets the rental fees, equipment repairs and supplies.

(b) Rental and surcharge rates charged by the department are subject to annual review and approval by the governor.

Sec. 44.68.240. Records of fund.

The Department of Transportation and Public Facilities shall maintain cost accounting records showing the income and expenses of the highways equipment working capital fund.

Sec. 44.68.250. Additions and replacements to fund.

Additions to capital equipment, replacements of capital equipment, or improvements paid from the highways equipment working capital fund are subject to annual appropriation by the legislature and must be detailed in the executive budget.

Sec. 44.68.270. Transfer of equipment to political subdivisions.

(a) The commissioner of transportation and public facilities may transfer directly to a political subdivision of the state, including a village organized under 25 U.S.C. 461 - 479 or 48 U.S.C. 362, the title to automotive and construction equipment that can be used in the maintenance or construction of roads and airports.

(b) Equipment may not be transferred unless it is in excess of known state requirements in the major senatorial district and is intended for use, to some extent, to maintain and construct airports or roads.

(c) The commissioner may transfer equipment that in the commissioner's judgment is not economically repairable or is obsolete, without regard to (b) of this section.

(d) The commissioner shall determine how the equipment is to be allocated in the best interests of the state. The commissioner may adopt necessary regulations to implement this section and AS 44.68.280.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix P

Privatization Subcommittee member report on State Equipment Fleet

PRIVATIZATION

DOT/PF STATE EQUIPMENT FLEET

There are numerous possibilities that could be evaluated for privatization that I have not had time to prepare for a report. The volumes of data that are available and have been provided could be analyzed in considerable detail by someone interested in certain areas of the SEF. I am concerned that we have only had a limited time in which to prepare a report and that as volunteers our time is limited.

I feel that I could spend at least three months doing justice to a report just on certain aspects of the DOT/PF and SEF.

Because the DOT/PF was reluctant to make available a internal audit report and have admitted they did not want to release the information, and because the report is extremely critical of the SEF with complete backup documentation in their files, I am left with the distinct impressions of less than truthful information from the department's senior management. For the Governor's representative to indicate that their office was aware of this report, to indicate that he thought it had been provided to the Legislature and for no response to be prepared by management and to attempt to hide the report is extremely disturbing. If it is true that all these groups knew about this information and has failed to insist upon corrective action then it is quite disgusting.

Soon after this SEF internal audit was issued the auditor who did most of the work retired. In his workpapers I found a document which reflected his dismay at the lack of action by the department. I offer the following quotes from that document:

Indicating that the report was in fact issued and responded to by the SEF, "HQ SEF review comments does not provide any actual costs data and uses assumption through out their review for FY95 and FY96. Our audit report has questioned costs and methodologies that do not support Operating and or Replacement Rates billed to Federal agencies."

"It is very apparent that HQ SEF still does not want to and will try everything to get out of keeping track of costs as actual costs."

"One comment received from SEF while talking about the OMB review and comments was, 'screw OMB, as long as the effect is minor, Nancy (Director Administrative Services) said that we (SEF) don't have to change anything.' "

Quite clearly the attitude within the department was far short of what should be expected and that they never intended to respond to the audit and only because this committee insisted upon its release and the Department of Law told the department it could not legally withhold it, do we have this information today.

Is all this exercise in recommending privatizations merely window dressing?

Or

If anyone really cares about more effective and efficient government then how can information like the treatment of the SEF audit be tolerated? How can the senior managers responsible for this cover up continue to be employed by the state?

I think the Governor should issue a personal comment on this matter.

????

DRAFT OUTLINE

Privatization

State Equipment Fleet

Without repeating the easily available budgetary information that is prepared annually by DOT/PF and submitted to the Legislature, the State Equipment Fleet is a prime candidate for privatization. There are several aspects of this SEF that can easily be recognized as candidates and others that require some additional analysis.

Before going into the recommendations, I must say that the current SEF Director Mr. Darling and the Internal Review section have been most cooperative in supplying information. The remainder of the Department management has been less than forthright in releasing certain critical audit information that in my opinion reveals the essence of management style and irresponsibility. The Department indicated to this committee in its written response dated 9/2/99 that "Internal Review has not issued the draft report as so many changes have been made that to issue the report now on old methodologies would not be productive." What has in fact happened is that the Department and the Commissioner have failed to follow up on the audit as required that their own internal procedures. I continue to be astonished and dismayed at the information which has been kept under wraps within the Department without receiving corrective action or management comment to date and for over two years. As a former DOT/PF auditor I nonetheless rely on the factual and documented information produced by the current DOT/PF auditors. Their files are well documented and contain well-supported conclusions. The report appears to be in final form based on my 16 years of having issued similar reports for the Department.

Privatization recommendations:

1. Contractor supplied equipment:

The Alaska DOT/PF Standard Specifications for Highway Construction dated 1988 in section 644-2.05 Field Transportation states " The contractor shall furnish and maintain vehicles for use of the Engineer on the job site for the duration of the project."

The SEF continue to have numerous pieces of equipment that are operated less than 100 miles per year and less than 50 hours per year as stated in the equipment audit report.

Perhaps if the SEF would evaluate its current fleet, a reduction could be made utilizing existing specifications and federal funding.

The Legislature should ask for a detailed response to this issue to be made available no later than 1/10/2000.

2. Lease vs. Own Equipment:

The SEF has in the past stated that "Although leasing may be a cost effective short- term solution for acquiring vehicles, research indicates that ownership is less expensive when a long term need has been identified."

The DOT/PF auditors have indicated that this is not true. That when complete actual cost data is used the ownership option is more costly.

Perhaps the SEF should re-evaluate its use of less than total actual costs when deciding whether lease vs. own is being decided.

Further, DOT/PF should seriously consider a more active leasing program along with extended maintenance for those leased vehicles.

3. Efficiency of operations:

As recently as July 26, 1999 when the single audit for the State of Alaska

fiscal year ending 6/30/98 was issued, there continue to be strong indications that the SEF needs to be re-audited. The single audit states , "To reiterate our conclusion M&O appropriations were overspent in FY98 by almost $1 million. DOTPF concealed this over expenditure by using HEWCF funds to pay M&O fleet bills for the last three months of FY98. This is inconsistent with the statutory purpose of HEWCF funds and is a circumvention of the legislative appropriation process."

The record indicates that contrary to the Department's statement that "significant changes" were in process that those changes have not resulted in significant improvements. Also contrary to the Department's statement that "Internal Review intends to follow-up on implemented changes to SEF operation and rate calculation" the auditors have not and do not have a follow-up audit scheduled.

The OMB and DOT/PF internal auditors have both sited "numerous errors in the calculation of the operating and replacement rates" for the SEF. There are documented indications that the rates being charged to other departments are incomplete and incorrect, that the systems and resultant information produced place the SEF federal funding in jeopardy, and that senior department management disregard for oversight and critical comments is indicative of blatant disrespect for public responsibility by certain officials at DOT/PF.

To go into the voluminous specific findings indicated in the audit reports would be useless at this point. We recommend that the Legislature take an active interest in the actions of the Department in this regard. We further recommend that a copy of the DOT/PF Internal Audit Report on SEF be provided to all departments served by the SEF for their separate analysis. Perhaps through the light of day the department will finally decide to take some late but much needed corrective actions.

Finally, our recommendation for improving efficiency is that a joint follow-up audit be conducted by OMB, Legislative Audit and DOT/PF auditors to determine the current state of affairs within the SEF and its management based on prior findings and facts. That barring a positive response to this recommendation resulting in a completed report by March 15, 2000 that the State of Alaska and the Legislature is bound to report the earlier findings to the Federal OIG for DOT for further investigations which may lead to serious funding repercussions for the SEF.

Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix Q

DOT/PF memo listing professional service contracts dated October 14, 1999(5 pages)

MEMORANDUM

State of Alaska
Department of Transportation & Public Facilities
Statewide Design & Engineering Services Division

TO: Kurt Parkan
Deputy Commissioner

DATE: October 14, 1999

FILE NO:

TELEPHONE NO: 465-2960
FAX NUMBER: 465-2460
TEXT TELEPHONE: 465-3652

FROM: Michael L. Downing, P.E.
Director

SUBJECT: Professional Services Contracts

We have a standing question from the Privatization Commission Subcommittee for the Department of Transportation and Pubic Facilities on how our professional services contracts breakdown by type and percentage. I have listed below the types of professional services that we contract for in the Design and Engineering Services Division:

The major disciplines:
Civil Engineering
Geotechnical Engineering
Traffic Engineering
Structural Engineering
Environmental Engineering
Architecture
Landscape Architecture
Mechanical Engineering
Electrical Engineering

Facility types:
Highways
Airports
Buildings
Bridges
Harbors
Marine terminals

Primary Design Contracts:
Highway design
Airport design
Building design
Bridge design
Harbor design
Marine terminal design

Specialty Contracts:
Design elements for the facilities listed above
Surveying
Aerial surveying and mapping
Aerial photography
ROW appraisals
Traffic engineering
Traffic data collection
Traffic studies
Geotechnical investigation and reporting
Materials testing

Contracting Signature Log for Steve Van Horn, Preconstruction Engineer
July 1-31, 1999

Type of Item Signed	Project Title	AKSAS Project No.	Federal Project No.	RFP/PSA No.	Date Item Signed	Final Signature (Y/N)	Contractor Name	Dollar Amount	Brief Description of Services
RONS & Amd 1	O'Malley Road Reconstruction	53935	STP-0512(5)	92051	7/1/99	Y	Lounsbury & Assoc. Inc.	$67,000	Traffic Analysis of Hillside
SP Contractor Selection Package	Palmer-Wasilla Hwy Ext, Knik Goose Bay Rd to Parks Hwy	52921	Not yet assigned	36892112	7/1/99	Y	Not yet selected	Estimate $25,000 to $50,000	Appraisal Services
RONS & CSP Agreement	Parks Highway, MP 35.5 to 40, Glenn Hwy to Seward Meridian (ROW)	52497	NH-0A4-1(13)	36892101	7/1/99	Y	Diane Black-Smith	$49,300	Appraisal Services
SP Contractor Selection Package	Parks Hwy, 57-67	59163	Not yet assigned	36892111	7/2/99	Y	Not yet selected	Estimate $50,000 to $100,000	Appraisal Services
SP Contractor Selection Package	Nikolai Airport	51807	Not yet assigned	36892114	7/2/99	Y	Not yet selected	Estimate <$25,000	Appraisal Services
ITA	Huffman Rd Reconstruction, Old Seward to Lake Otis Parkway	53933	STP-0534(1)	92052	7/2/99	Y	DOWL Engineers	$311,414.00	Preliminary engineering & Environmental services
ASPS Modification	Bethel Boardwalk / Chief Eddie Hoffman Pathway	53461 / 53927	MGS-001(171) / MGS-6208(9)	36892109	7/8/99	Y	Not yet selected	Estimate $301,135.00	Design services for pathways
NTP 5 / RONS	Akiak Airport Improvements	51828	3-02-0005-01	82091	7/9/99	Y	Tryck Nyman Hayes, Inc.	$37, 197.34	Record of Survey
NTP 6 / RONS	New Koliganek Airport Relocation	59941	3-02-0424-01	82091	7/9/99	Y	Tryck Nyman Hayes, Inc.	$26,284.58	Record of Survey
PSA/Rons	Huffman Rd Reconstruction, Old Seward to Lake Otis Parkway	53933	STP-0534(1)	92052	7/9/99	Y	DOWL Engineers	$311,414.00	Preliminary engineering & Environmental services
Amd 1	Palmer-Wasilla Hwy Ext Traffic Analysis	52921	STP-044-1(1)	92104	7/12/99	Y	Rader Econometrics & Engineering	$0.00	Extend Period of Performance Ending Date

Legend: Amd = Amendment NTP = Notice to Proceed ITN = Intent to Negotiate ITA = Intent to Award
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July 1-31, 1999

Type of Item Signed	Project Title	AKSAS Project No.	Federal Project No.	RFP/PSA No.	Date Item Signed	Final Signature (Y/N)	Contractor Name	Dollar Amount	Brief Description of Services
RONS & AMD 6	Port Access A-C Couplet to Port of Anchorage	51243	STP-0529(1)	61-082-12	7/12/99	Y	VEI Consultants	$ 79,666.00	Additional environmental, surveying & engineering services
ITN	Bethel Boardwalk / Chief Eddie Hoffman Pathway	53461 / 53927	MGS-001(171) / MGS-6208(9)	36892109	7/14/99	Y	ASCG, Inc.	Estimate $301,135.00	Design services for pathways
PSA/Rons	Midtown Segment of the North South Trail	52509	TEA-0001(159)	92054	7/15/99	Y	CRW Engineering Group	$294,900	Design services for trail
RONS & AMD 5	Kalifornsky Beach Road, MP 16.4 to 22.4	51618	STP-0463(14)	61-037-12	7/19/99	Y	CH2M Hill, Inc.	$21,364	amendment for additional work to final PS & E
RONS & PSA	Nikolai Apt Appraisal Services	51807	Not Assigned Yet	92114	7/20/99	Y	Alan G. Olson	$ 9,150.00	Appraisal Services
ASPS Modification	Spenard Rd, 36th to Fireweed Lane	53986	HRO-0001(172)	36892113	7/22/99	Y	Not yet selected	Estimate $150,000 - $250,000	Channelization & Pedestrian Facilities Improvement
SP Contractor Selection Package	Eagle River Loop-Hiland Road Appraisal Services	56508	FM-0551(1)	36802001	7/23/99	Y	Not yet selected	$ 8,995.00	Appraisal Services
RONS & PSA	Eagle River Urban	53834	STP-0558(4)	92074	7/26/99	Y	CRW Engineering Group	$ 257,329.00	Design Study Report, Plans Specifications & Estimate
NTP 5/RONs	Parks Pedestrian Bridges Design Survey	53930	TEA-OA4-1(16)	82092	7/26/99	Y	Lounsbury & Assoc. Inc.	$45,144.42	Land Surveying
RONS & AMD #6	15th Ave. Safety Imp. L St. to Orca St.	50624	FA-HHE-0530(001)	61-046-12	7/27/99	Y	DOWL, LLC	$ 38,894.00	Additional Schedules & Coordination, Environmental Activities, and ROW
ASPS	Knik-Goosebay Rd Rehabilitation - Photogrammetric Services	Not yet assigned	Not yet assigned	36802006	7/27/99	Y	Not yet selected	Estimate $150,000 - $250,000	Planimetric mapping and digital terrain model data
ITN	Kenai Spur Road Unity Trail Pedestrian / Bike Path	53926	MGS-022-1(12)	36892108	7/30/99	Y	R&M Consultants, Inc.	Estimate $250,000 - $500,000	Land Surveying & Engineering Services
Amd #1	Boniface Parkway land Scape Design	52513	STP-0543(3)	92092	7/30/99	Y	Land Design North	$0.00	Extend Period of Performance

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Contracting Signature Log for Steve Van Horn, Preconstruction Engineer
August 1-31, 1999

Type of Item Signed	Project Title	AKSAS Project No.	Federal Project No.	RFP/PSA No.	Date Signed	Final Sign. (Y/N)	Contractor Name	Dollar Amount	Brief Description of Services
Amd 2	Term Agreement for Land Surveying	n/a	n/a	82092	8/2/99	Y	Lounsbury & Associates	0	Amendment to update IDCR and billing rates
ITN	Spenard Rd, 36th to Fireweed Lane	53986	HRO-0001(172)	36892113	8/2/99	Y	Not yet selected	Estimate $150,000 - $250,000	Traffic Safety Analysis & Report
Amd 8	Dowling Rd-Old Seward to Lk Otis Pkwy	59599	NH-0532(4)	82019	8/4/99	Y	Lounsbury & Associates	1,110,925	IDCR Change
Amd 2	O'Malley Rd Reconstruction	53935	STP-0512(5)	92051	8/4/99	Y	Lounsbury & Associates	594,468	IDCR Change
SP Selection	Concrete Retaining Wall Standard Drawing Review & Comment	n/a	n/a	2004	8/6/99	Y	Golder Assoc.	Estimate <$25,000	Review & Comment - Special Circumstance - M Downing authorized SVH to sign due to schedule.
Amd #6 & RONS	Old Seward Highway Dimond to Dowling	53178	RS-M-0537(1)	82031	8/9/99	Y	Thomas R. Dunagan MAI dba Affiliated Appraisers of AK	3,000	Appraisal Report
PSA & RONS	Parks Hwy MP 57-67	59163	I-OA4-1(6)	92111	8/10/99	Y	Alan G. Olson, MAI	42,600	Appriasal Services
Amd # 2	Project Closeout (ROW)	53036	FM-0523(1)	82014	8/10/99	Y	Grace E. Hartley dba	0	Add projects to be closed
Amd 2	Huffman Road Reconstruction: Old Seward Hwy to Lk Otis Pkwy	53933	STP-0534(1)	92099	8/13/99	Y	Crazy Mountain JV	0	Photogrammetric Mapping Services - Amd is to Extend Period of Performance Ending Date
Amd 6 /Rons	Bragaw Safety Improvements, DeBarr Road to 20th Avenue	51681	HRO-0001-(85)	71-006-12	8/19/99	Y	R&M Consultants, Inc.	44,947	PS&E Modification, etc.
PSA& RONS	Palmer-Wasilla Hwy Ext., Knik Goose Bay Rd to Parks Hwy	52921	STP-044-1(1)	92112	8/20/99	Y	Robert G. Ameen, MAI dba Valley Appraisal and Analysis, Inc.	33,000	Appraisal Services

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August 1-31, 1999

Type of Item Signed	Project Title	AKSAS Project No.	Federal Project No.	RFP/PSA No.	Date Signed	Final Sign. (Y/N)	Contractor Name	Dollar Amount	Brief Description of Services
Amd 9 / Rons	Dowling Rd - Old Seward Hwy to Lake Otis Pkwy	59599	NH-0532(4)	82019	8/20/99	Y	Lounsbury & Associates, Inc.	18,334	Public Information Services
NTP 7 /RONS	New Koliganek Airport Relocation	59941	3-02-0424-01	82091	8/26/99	Y	Tryck Nyman Hayes, Inc.	36,692	Surveying Services
SP Award & RONS	Eagle River Loop, Hiland Road Appriasal Services	56508	FM-0551(1)	P02001	8/26/99	Y	Franklin M. King Jr. MAI	6,975	Appraisal Serices
ITN	DeArmoun Rd. Reconstruction	53987	STP-0510(2)	36802005	8/31/99	Y	Not yet selected	Estimate $250,000 - $500,000	Design services (Westwind to E. 140th Avenue)

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Commission on Privatization and Delivery of Government Services

Subcommittee Report on the Department of Transportation & Public Facilities

Appendix R

DOT/PF Component Budget Summary

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Marine Highway System							
CIP Program	0.0	965.4	970.2	0.0	0.0	-970.2	-100.0%
BRU Total:	**0.0**	**2,962.6**	**2,968.1**	**0.0**	**0.0**	**-2,968.1**	**-100.0%**
Marine Management							
Support Services	2,017.3	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**2,017.3**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Southeast Vessel Operations							
Southeast Vessel Operations	49,205.9	40,437.5	40,588.5	0.0	0.0	-40,588.5	-100.0%
BRU Total:	**49,205.9**	**40,437.5**	**40,588.5**	**0.0**	**0.0**	**-40,588.5**	**-100.0%**
Kennicott/Malaspina Vessel Operations							
Kennicott/Malaspina Operations	0.0	12,889.9	12,938.8	0.0	0.0	-12,938.8	-100.0%
BRU Total:	**0.0**	**12,889.9**	**12,938.8**	**0.0**	**0.0**	**-12,938.8**	**-100.0%**
Totals	321,437.7	333,435.5	336,395.8	336,436.8	337,711.5	2,315.7	0.7%
General Funds:	128,730.0	128,869.3	130,177.9	130,187.3	130,104.1	-73.8	-0.1%
Federal Funds:	990.6	1,308.9	1,311.8	1,311.8	928.2	-383.6	-29.2%
Other Funds:	191,717.1	203,257.3	203,906.1	203,937.7	206,679.2	2,773.1	1.4%

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Marine Engineering							
Engineering Management	570.4	0.0	0.0	0.0	0.0	0.0	0.0%
CIP Program	944.1	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**3,161.0**	**0.0**	**0.0**	**3,392.5**	**3,647.5**	**3,647.5**	**100.0%**
Central Region Highways and Aviation							
Central Highways and Aviation	28,129.2	27,952.1	27,978.4	0.0	0.0	-27,978.4	-100.0%
BRU Total:	**28,129.2**	**27,952.1**	**27,978.4**	**0.0**	**0.0**	**-27,978.4**	**-100.0%**
Marine Vessel Operations							
Reservations and Marketing	2,150.1	1,794.5	1,800.2	1,860.8	1,860.8	60.6	3.4%
Southeast Shore Operations	2,938.6	2,984.1	2,991.2	2,991.2	2,991.2	0.0	0.0%
Southeast Vessel Operations	0.0	0.0	0.0	53,502.7	53,502.7	53,502.7	100.0%
Southwest Shore Operations	834.0	951.3	952.0	952.0	952.0	0.0	0.0%
Southwest Vessel Operations	9,291.5	9,682.6	9,704.1	9,529.1	9,529.1	-175.0	-1.8%
Vessel Operations Management	857.4	869.6	872.9	1,072.8	1,072.8	199.9	22.9%
BRU Total:	**16,071.6**	**16,282.1**	**16,320.4**	**69,908.6**	**69,908.6**	**53,588.2**	**328.4%**
Northern Region Highways and Aviation							
Northern Highways & Aviation	37,568.6	37,128.8	37,165.9	0.0	0.0	-37,165.9	-100.0%
BRU Total:	**37,568.6**	**37,128.8**	**37,165.9**	**0.0**	**0.0**	**-37,165.9**	**-100.0%**
Front Section							
Marine Highway Stabilization	27,440.0	27,358.1	27,509.5	27,509.5	27,509.5	0.0	0.0%
BRU Total:	**27,440.0**	**27,358.1**	**27,509.5**	**27,509.5**	**27,509.5**	**0.0**	**0.0%**
Southeast Region Highways and Aviation							
Southeast Highways & Aviation	9,296.9	9,589.6	9,599.5	0.0	0.0	-9,599.5	-100.0%
BRU Total:	**9,296.9**	**9,589.6**	**9,599.5**	**0.0**	**0.0**	**-9,599.5**	**-100.0%**
Marine Highway System							
Overhaul	0.0	1,698.4	1,698.4	0.0	0.0	-1,698.4	-100.0%
Engineering Management	0.0	298.8	299.5	0.0	0.0	-299.5	-100.0%

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Anchorage International Airport							
AIA Field Maintenance	5,070.4	5,246.9	5,254.4	5,254.4	5,536.4	282.0	5.4%
AIA Operations	2,292.6	1,485.5	1,490.1	1,490.1	1,681.1	191.0	12.8%
AIA Safety	6,011.3	5,941.3	5,979.0	5,979.0	6,020.0	41.0	0.7%
BRU Total:	**28,987.6**	**29,320.8**	**29,400.1**	**28,860.1**	**30,131.1**	**731.0**	**2.5%**
Statewide State Equipment Fleet							
Central State Equipment Fleet	7,994.7	7,692.6	7,702.7	0.0	0.0	-7,702.7	-100.0%
Northern State Equipment Fleet	10,498.6	10,710.6	10,723.4	0.0	0.0	-10,723.4	-100.0%
Southeast State Equipmnt Fleet	1,664.0	1,889.9	1,892.5	0.0	0.0	-1,892.5	-100.0%
BRU Total:	**20,157.3**	**20,293.1**	**20,318.6**	**0.0**	**0.0**	**-20,318.6**	**-100.0%**
Fairbanks International Airport							
FIA Administration	1,294.0	1,345.1	1,349.4	1,349.4	1,349.4	0.0	0.0%
FIA Building Maintenance	1,380.2	1,375.5	1,376.3	1,376.3	1,376.3	0.0	0.0%
FIA Custodial	744.0	742.6	744.2	744.2	744.2	0.0	0.0%
FIA Field Maintenance	2,303.4	2,491.7	2,494.4	2,494.4	2,494.4	0.0	0.0%
FIA Operations	785.0	964.9	967.4	967.4	967.4	0.0	0.0%
FIA Safety	2,486.1	2,333.5	2,349.3	2,349.3	2,349.3	0.0	0.0%
BRU Total:	**8,992.7**	**9,253.3**	**9,281.0**	**9,281.0**	**9,281.0**	**0.0**	**0.0%**
International Airports							
International Airport Systems	285.1	392.2	392.9	606.5	606.5	213.6	54.4%
BRU Total:	**285.1**	**392.2**	**392.9**	**606.5**	**606.5**	**213.6**	**54.4%**
Weights and Measures							
Weights and Measures	3,389.1	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**3,389.1**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Marine Engineering							
Marine Engineering	0.0	0.0	0.0	1,694.1	1,949.1	1,949.1	100.0%
Overhaul	1,646.5	0.0	0.0	1,698.4	1,698.4	1,698.4	100.0%

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Statewide Construction and CIP Support							
Central Construction & CIP	0.0	12,458.8	12,510.4	0.0	0.0	-12,510.4	-100.0%
Northern Construction & CIP	0.0	10,341.1	10,380.8	0.0	0.0	-10,380.8	-100.0%
Southeast Region Construction	0.0	3,454.2	3,468.5	0.0	0.0	-3,468.5	-100.0%
BRU Total:	**0.0**	**26,254.1**	**26,359.7**	**0.0**	**0.0**	**-26,359.7**	**-100.0%**
State Equipment Fleet							
Central State Equipment Fleet	0.0	0.0	0.0	7,702.7	7,702.7	7,702.7	100.0%
Northern State Equipment Fleet	0.0	0.0	0.0	10,723.4	10,723.4	10,723.4	100.0%
Southeast State Equipmnt Fleet	0.0	0.0	0.0	1,892.5	1,892.5	1,892.5	100.0%
State Equipment Fleet Admin	0.0	0.0	0.0	2,274.3	2,274.3	2,274.3	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**22,592.9**	**22,592.9**	**22,592.9**	**100.0%**
Statewide Facility Maintenance and Operations							
Central Region Facilities	3,339.2	3,351.4	3,354.8	0.0	0.0	-3,354.8	-100.0%
Southeast Region Facilities	3,999.6	3,895.2	3,898.3	0.0	0.0	-3,898.3	-100.0%
Northern Region Facilities	7,130.5	7,422.1	7,428.8	0.0	0.0	-7,428.8	-100.0%
Central Leasing & Property Mgt	515.6	580.2	582.9	0.0	0.0	-582.9	-100.0%
North. Leasing & Property Mgt	482.9	527.6	530.2	0.0	0.0	-530.2	-100.0%
Traffic Signal Management	1,203.0	1,183.0	1,183.0	0.0	0.0	-1,183.0	-100.0%
Northern Region M & O Admin	562.6	562.6	564.8	0.0	0.0	-564.8	-100.0%
Central Region M & O Admin	293.8	264.5	265.9	0.0	0.0	-265.9	-100.0%
BRU Total:	**17,527.2**	**17,786.6**	**17,808.7**	**0.0**	**0.0**	**-17,808.7**	**-100.0%**
Anchorage International Airport							
AIA Administration	4,476.8	5,725.9	5,738.2	5,198.2	5,563.2	-175.0	-3.0%
AIA Building Maintenance	5,993.8	5,676.1	5,683.5	5,683.5	5,683.5	0.0	0.0%
AIA Custodial	3,350.8	3,224.7	3,232.7	3,232.7	3,232.7	0.0	0.0%
AIA Equipment Maintenance	1,791.9	2,020.4	2,022.2	2,022.2	2,414.2	392.0	19.4%

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Engineering and Operations							
Engineering and Operations	1,783.2	0.0	0.0	0.0	0.0	0.0	0.0%
CIP Program	3,443.6	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**5,226.8**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Central Region Design and Construction							
Central Reg Engineering Mgmt	3,396.1	0.0	0.0	0.0	0.0	0.0	0.0%
Central Region CIP Program	18,536.6	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**21,932.7**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Northern Region Design and Construction							
Northern Reg Engineering Mgmt	2,841.1	0.0	0.0	0.0	0.0	0.0	0.0%
Northern Region CIP Program	14,056.7	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**16,897.8**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Southeast Region Design and Construction							
Southeast Reg Engineering Mgm	1,949.0	0.0	0.0	0.0	0.0	0.0	0.0%
Southeast Region CIP Program	6,122.9	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**8,071.9**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Southeast Region Maintenance and Operations							
Southeast Region Facilities	0.0	0.0	0.0	3,888.5	3,888.5	3,888.5	100.0%
Southeast Highways & Aviation	0.0	0.0	0.0	9,076.4	9,076.4	9,076.4	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**12,964.9**	**12,964.9**	**12,964.9**	**100.0%**
Statewide Design and Engineering Services							
Central Design & Eng Svcs	0.0	10,710.8	10,754.1	0.0	0.0	-10,754.1	-100.0%
Northern Design & Eng Svcs	0.0	9,433.5	9,468.9	0.0	0.0	-9,468.9	-100.0%
Southeast Design & Eng Svcs	0.0	5,112.0	5,129.5	0.0	0.0	-5,129.5	-100.0%
HQ Design & Eng Services	0.0	5,889.2	5,911.7	0.0	0.0	-5,911.7	-100.0%
BRU Total:	**0.0**	**31,145.5**	**31,264.2**	**0.0**	**0.0**	**-31,264.2**	**-100.0%**

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Northern Region Planning							
Northern Region Planning	1,126.3	1,113.8	1,119.0	0.0	0.0	-1,119.0	-100.0%
BRU Total:	**1,126.3**	**1,113.8**	**1,119.0**	**0.0**	**0.0**	**-1,119.0**	**-100.0%**
Design and Engineering Services							
Central Design & Eng Svcs	0.0	0.0	0.0	10,795.2	10,920.2	10,920.2	100.0%
Northern Design & Eng Svcs	0.0	0.0	0.0	9,320.3	9,320.3	9,320.3	100.0%
Southeast Design & Eng Svcs	0.0	0.0	0.0	5,261.2	5,291.2	5,291.2	100.0%
SW Design & Engineering Svcs	0.0	0.0	0.0	6,014.0	6,014.0	6,014.0	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**31,390.7**	**31,545.7**	**31,545.7**	**100.0%**
Central Region Planning							
Central Region Planning	1,130.7	1,142.3	1,148.3	0.0	0.0	-1,148.3	-100.0%
BRU Total:	**1,130.7**	**1,142.3**	**1,148.3**	**0.0**	**0.0**	**-1,148.3**	**-100.0%**
Central Region Maintenance and Operations							
Central Region Facilities	0.0	0.0	0.0	3,442.0	3,492.0	3,492.0	100.0%
Central Highways and Aviation	0.0	0.0	0.0	29,163.5	28,663.5	28,663.5	100.0%
Central Leasing & Property Mgt	0.0	0.0	0.0	582.9	582.9	582.9	100.0%
Traffic Signal Management	0.0	0.0	0.0	1,183.0	1,183.0	1,183.0	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**34,371.4**	**33,921.4**	**33,921.4**	**100.0%**
Southeast Region Planning							
Southeast Region Planning	591.3	456.4	459.0	0.0	0.0	-459.0	-100.0%
BRU Total:	**591.3**	**456.4**	**459.0**	**0.0**	**0.0**	**-459.0**	**-100.0%**
Northern Region Maintenance and Operations							
Northern Region Facilities	0.0	0.0	0.0	7,437.8	7,437.8	7,437.8	100.0%
Northern Highways & Aviation	0.0	0.0	0.0	37,342.1	37,342.1	37,342.1	100.0%
North. Leasing & Property Mgt	0.0	0.0	0.0	602.3	602.3	602.3	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**45,382.2**	**45,382.2**	**45,382.2**	**100.0%**

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs	FY2000 Governor
Southeast Region Administrative Services							
Southeast Region Admin Service	992.9	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**992.9**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Southeast Region Support Services							
Southeast Support Services	0.0	2,239.3	2,243.5	0.0	0.0	-2,243.5	-100.0%
BRU Total:	**0.0**	**2,239.3**	**2,243.5**	**0.0**	**0.0**	**-2,243.5**	**-100.0%**
Planning							
Central Region Planning	0.0	0.0	0.0	1,148.3	1,148.3	1,148.3	100.0%
Northern Region Planning	0.0	0.0	0.0	1,119.0	1,162.0	1,162.0	100.0%
Southeast Region Planning	0.0	0.0	0.0	508.8	508.8	508.8	100.0%
Statewide Planning	0.0	0.0	0.0	2,278.1	2,435.6	2,435.6	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**5,054.2**	**5,254.7**	**5,254.7**	**100.0%**
State Aviation, Leasing and Airport Administration							
Statewide Aviation	699.4	629.0	631.5	0.0	0.0	-631.5	-100.0%
BRU Total:	**699.4**	**629.0**	**631.5**	**0.0**	**0.0**	**-631.5**	**-100.0%**
Regional Support Services							
Central Support Svcs	0.0	0.0	0.0	781.5	781.5	781.5	100.0%
Northern Support Services	0.0	0.0	0.0	1,066.3	1,066.3	1,066.3	100.0%
Southeast Support Services	0.0	0.0	0.0	2,137.3	2,137.3	2,137.3	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**3,985.1**	**3,985.1**	**3,985.1**	**100.0%**
Statewide Planning							
Statewide Planning	2,279.4	2,268.4	2,278.1	0.0	0.0	-2,278.1	-100.0%
BRU Total:	**2,279.4**	**2,268.4**	**2,278.1**	**0.0**	**0.0**	**-2,278.1**	**-100.0%**
Statewide Aviation							
Statewide Aviation	0.0	0.0	0.0	631.5	631.5	631.5	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**631.5**	**631.5**	**631.5**	**100.0%**

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Statewide Administrative Services							
Regional Admin Services	0.0	3,054.6	3,076.0	0.0	0.0	-3,076.0	-100.0%
Statewide Admin Services	1,903.3	2,015.7	2,027.1	0.0	0.0	-2,027.1	-100.0%
Statewide Information Systems	1,745.7	1,734.5	1,739.6	0.0	0.0	-1,739.6	-100.0%
Statewide State Equipmnt Fleet	893.2	2,270.8	2,274.3	0.0	0.0	-2,274.3	-100.0%
BRU Total:	**4,542.2**	**9,075.6**	**9,117.0**	**0.0**	**0.0**	**-9,117.0**	**-100.0%**
Equal Employment and Civil Rights							
EE/Civil Rights	0.0	551.7	554.5	554.5	574.5	20.0	3.6%
BRU Total:	**0.0**	**551.7**	**554.5**	**554.5**	**574.5**	**20.0**	**3.6%**
Central Region Administrative Services							
Central Region Admin Services	1,591.7	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**1,591.7**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Central Region Support Services							
Central Support Svcs	0.0	779.3	781.5	0.0	0.0	-781.5	-100.0%
BRU Total:	**0.0**	**779.3**	**781.5**	**0.0**	**0.0**	**-781.5**	**-100.0%**
Internal Review							
Internal Review	0.0	0.0	0.0	684.5	684.5	684.5	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**684.5**	**684.5**	**684.5**	**100.0%**
Northern Region Administrative Services							
Northern Region Admin Services	1,936.7	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**1,936.7**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Northern Region Support Services							
Northern Support Services	0.0	1,063.5	1,066.3	0.0	0.0	-1,066.3	-100.0%
BRU Total:	**0.0**	**1,063.5**	**1,066.3**	**0.0**	**0.0**	**-1,066.3**	**-100.0%**
Measurement Standards & Comm Vehicle Enforcement							
Measurement Standards	0.0	3,466.9	3,994.6	3,902.2	3,785.4	-209.2	-5.2%
BRU Total:	**0.0**	**3,466.9**	**3,994.6**	**3,902.2**	**3,785.4**	**-209.2**	**-5.2%**

Component Summary

Department of Transportation/Public Facilities

All Funds

Budget Request Unit / Component	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Office of the Commissioner							
Commissioner's Office	1,046.9	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**1,046.9**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Administration and Support							
Commissioner's Office	0.0	921.5	1,423.7	0.0	0.0	-1,423.7	-100.0%
BRU Total:	**0.0**	**921.5**	**1,423.7**	**0.0**	**0.0**	**-1,423.7**	**-100.0%**
Administrative Services							
Regional Admin Services	0.0	0.0	0.0	3,402.4	3,402.4	3,402.4	100.0%
Statewide Admin Services	0.0	0.0	0.0	1,812.8	1,812.8	1,812.8	100.0%
Statewide Information Systems	0.0	0.0	0.0	1,739.6	1,889.6	1,889.6	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**6,954.8**	**7,104.8**	**7,104.8**	**100.0%**
DBE/External Equal Employment							
Disadvantaged Business Ent/EE	536.7	0.0	0.0	0.0	0.0	0.0	0.0%
BRU Total:	**536.7**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**
Commissioner's Office							
Commissioner's Office	0.0	0.0	0.0	862.7	887.7	887.7	100.0%
Contract Appeals	0.0	0.0	0.0	394.3	394.3	394.3	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**1,257.0**	**1,282.0**	**1,282.0**	**100.0%**
Statewide Internal Review							
Statewide Internal Review	604.8	681.5	684.5	0.0	0.0	-684.5	-100.0%
BRU Total:	**604.8**	**681.5**	**684.5**	**0.0**	**0.0**	**-684.5**	**-100.0%**
Construction and CIP Support							
Central Construction & CIP	0.0	0.0	0.0	12,399.1	12,544.1	12,544.1	100.0%
Northern Construction & CIP	0.0	0.0	0.0	10,385.2	10,515.2	10,515.2	100.0%
Southeast Region Construction	0.0	0.0	0.0	3,368.4	3,858.4	3,858.4	100.0%
BRU Total:	**0.0**	**0.0**	**0.0**	**26,152.7**	**26,917.7**	**26,917.7**	**100.0%**

Agency:

Department of Transportation/Public Facilities

Reports

Component Summary – All Funds

Department Totals

Department of Transportation/Public Facilities

Description	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs FY2000 Governor	
Positions :							
Permanent Full Time	2,716	2,726	2,735	2,800	2,821	86	3.1%
Permanent Part Time	651	647	647	647	645	-2	-0.3%
Non Permanent	1	1	1	1	1	0	0.0%

Department Totals

Department of Transportation/Public Facilities

Description	FY1998 Actuals	FY1999 ABS Conference Committee	FY1999 Authorized	FY2000 Adjusted	FY2000 Governor	FY1999 Authorized Vs	FY2000 Governor
Department Totals	321,437.7	333,435.5	335,395.8	335,436.8	337,711.5	2,315.7	0.7%
Objects of Expenditure :							
71000 Personal Services	194,503.6	201,879.9	205,861.9	205,932.9	208,104.6	2,242.7	1.1%
72000 Travel	2,953.5	2,999.0	3,006.8	3,016.8	2,958.7	-48.1	-1.6%
73000 Contractual	61,818.3	63,624.8	64,883.0	64,894.1	64,712.5	-170.5	-0.3%
74000 Supplies	32,787.0	35,216.8	33,558.0	33,610.4	33,959.2	401.2	1.2%
75000 Equipment	1,935.3	623.0	728.0	624.5	618.4	-109.6	-15.1%
76000 Land/Buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
77000 Grants, Claims	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
78000 Miscellaneous	27,440.0	29,092.0	27,358.1	27,358.1	27,358.1	0.0	0.0%
Funding Sources :							
1002 Fed Rcpts	990.6	1,308.9	1,311.8	1,311.8	928.2	-383.6	-29.2%
1003 G/F Match	172.5	176.4	177.1	158.0	74.8	-102.3	-57.8%
1004 Gen Fund	123,310.5	123,589.1	124,225.3	124,817.6	124,817.6	592.3	0.5%
1005 GF/Prgm	4,791.4	5,103.8	5,632.2	5,211.7	5,211.7	-420.5	-7.5%
1007 I/A Rcpts	6,887.0	4,913.0	4,917.1	4,993.7	4,910.7	-6.4	-0.1%
1026 Hwy Capitl	20,902.2	22,354.0	22,385.7	22,385.7	22,385.7	0.0	0.0%
1027 Int Airprt	39,231.0	39,928.2	40,040.0	40,040.0	41,311.0	1,271.0	3.2%
1053 Invst Loss	455.6	0.0	143.3	0.0	0.0	-143.3	-100.0%
1061 CIP Rcpts	55,625.3	61,348.2	61,596.5	61,596.5	63,150.0	1,553.5	2.5%
1076 Marine Hwy	68,890.7	74,415.5	74,667.9	74,622.9	74,622.9	-45.0	-0.1%
1108 Stat Desig	180.9	298.4	298.9	298.9	298.9	0.0	0.0%
Totals :							
General Funds	128,730.0	128,869.3	130,177.9	130,187.3	130,104.1	-73.8	-0.1%
Federal Funds	990.6	1,308.9	1,311.8	1,311.8	928.2	-383.6	-29.2%
Other Funds	191,717.1	203,257.3	203,906.1	203,937.7	206,679.2	2,773.1	1.4%

UNIVERSITY

COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT SERVICES

SUBCOMMITTEE REPORT

ON THE

UNIVERSITY OF ALASKA

NOVEMBER 24, 1999

Subcommittee Members: Cheryl Frasca, Chair;
Jan Fredricks, Wayne Jensen, K. Wayne Price, Tom Wilson, Nancy Usera

University of Alaska
Privatization Commission
Subcommittee Report

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University of Alaska Subcommittee

Commission on Privatization
and
Delivery of Government Services

November 23, 1999

To: Commission on Privatization and Delivery of Government Services

From: Cheryl Frasca, Chair
UA Subcommittee

Subject: Recommendations

On behalf of the subcommittee that discussed opportunities for alternate mechanisms to deliver services at the University of Alaska, we offer the following recommendations on support functions that should be further evaluated for contracting-out opportunities.

First, however, the subcommittee wants to *commend the University for steps taken to-date* and the *staff's initiative in evaluating opportunities.* In recent years the University has used a "Request for Information" process to test potential private sector interest in the delivery of support services. In other instances, it has used informal communication with potential vendors in a community to assess its capacity to deliver a service. Given the rapid pace of change in technology and competitive private sector market forces, the subcommittee recommends that the University initiate such inquiries on a more frequent basis. It also encourages the University to provide an opportunity for the potential private sector vendor to describe different ways in which it might deliver a service (i.e. joint ventures).

A *cautionary note, however, regarding potential outsourcing opportunities on campuses in smaller communities.* As the Commission understands, it is necessary to have a ready-and-willing private sector capable of delivering a service in order to achieve the desired outsourcing goals of reduced costs and/or increased productivity. In smaller communities, this may not be possible because of a limited number of potential private sector vendors. Therefore a "cookie-cutter" approach that prescribes private sector delivery of a certain service at all campuses may not be appropriate.

Subcommittee Recommendations

1. *Evaluate the potential to outsource delivery of the following services (based on Attachment A, UA Privatization Matrix):*

A. Bookstore (all campuses)
Explore e-commerce/Internet book sales and consolidation of book sales. UAA has evaluated this option and is scheduled to revisit this potential in June 2001. Given the pace of technology change, the subcommittee encourages moving up the review date.

B. Utilities – Power, Heat Water (UAF)
UAF owns and operates the power plant that provides the campus with steam, condensate, electrical, and chilled and domestic water.

C. Utilities – Telephones (UAF)

D. Grounds Maintenance (all campuses)
While all campuses do grounds maintenance in-house, UAF hires students for much of the work. Continued employment of students by a potential private sector provider should be part of contract negotiations.

E. Housing (all campuses)
Periodically the campuses have evaluated management of student housing by the private sector but there was limited private sector interest. However, parts of the operation have been turned over to the private sector (i.e. UAA food service). While the campuses are encouraged to continue to explore private sector management, UAA and UAF also are encouraged to follow the Juneau campus's lead in which it actively rents out housing to non-students during the summer. Summer, non-student rental income generates 50% of the housing's revenues for the year, thereby lowering housing costs to students during the school year.

F. Garbage collection and removal (UAF)

G. Printing
UAA and UAF currently use a mix of in-house and outsourcing to meet its printing needs *(Attachment B discusses the outsourcing/competition steps taken to date).* Given the pace of technology change, the campuses are encouraged to review on a frequent basis current in-house services in order to identify potential outsourcing opportunities.

H. Janitorial (UAS)

2. *Evaluate the potential to outsource the hiring of temporary, non-student labor and payroll (Attachment C).*

Temporary Labor:
The University occasionally uses outside employment agencies to fill temporary assignments. Based on the subcommittee's inquiry, the University has agreed to review the potential to expand use of private employment agencies to fill non-student, temporary positions.

Payroll:

While the University has an integrated financial, student and human resource information system, this should not serve as a roadblock to evaluate the potential to outsource the distribution of payroll.

3. *Evaluate the potential to lease vehicles from the private sector, instead of buying them (Attachment D).*

Three years ago the University began to shift from department-owned vehicles to a vehicle pool. Attachment D is a UAF cost-comparison of leasing vehicles versus UAF-ownership. Before agreeing with the memo's conclusion that the cost of UAF ownership is significantly less than private sector leasing, it is necessary to standardize amortization periods for both types of ownership (this information has been requested).

Other Areas Discussed/Information

4. Potential to outsource campus security (Attachment E).

5. Collective bargaining agreement language regarding contacting out (Attachment F).

6. University Privatization Review (Attachment G) in which each campus describes outsourcing that has already occurred.

Subcommittee Participants

Cheryl Frasca
Jan Fredericks
Wayne Jensen
Wayne Price
Tom Wilson
Nancy Usera

UNIVERSITY OF Alaska ANCHORAGE FAIRBANKS SOUTHEAST

UA Privatization Matrix as of 1/16/99

Function	UAA-Anchorage	UAA-Other	UAA Comments	UAF - Fairbanks	UAF-Other	UAF Comments	UAS - Juneau	UAS-Other	UAS Comments	SW
Book Store	IH	IH	Self-support auxiliary funded by UA receipts. Anchorage campus reviewed for Outsource potential 6/98; Decided to maintain operation IH based on service levels and pricing structures. Will revisit 6/01	IH	IH		IH	IH	Outsource RFP for Juneau campus 6/85 and again 6/96 with no serious responses. Some eCommerce utilized.	N/A
Food Service	OS	N/A	OS	OS	Bethel – IH	Vending outsource contract separate from food service OS	IH	N/A	Juneau campus bought IH after longstanding operation closed in early 90's; several RFP's followed through 1996 without success.	N/A
Utilities - Sewer	OS	OS		OS	OS	Maintains collection system to edge of campus	OS	OS		OS
Utilities – Power, Heat, Water	OS	OS		IH	OS	Co-generated steam plant on site – Steam, condensate, electrical and chilled water and domestic water are provided by UA owned and operated power plant.	OS	OS		See UAF

Function	UAA-Anchorage	UAA-Other	UAA Comments	UAF - Fairbanks	UAF-Other	UAF Comments	UAS - Juneau	UAS-Other	UAS Comments	SW
Utilities - Phones	OS	OS		IH	OS	Fairbanks campus operated as recharge for federal government cost recovery purposes	OS	OS		See UAF
Snow Removal	IH	IH	The cost expended in Anchorage for this activity is considered within market rate considering labor and equipment charges in the Anchorage market.	IH	IH	Reviewed for OS in 1995, and found no significant savings. All sidewalks, steps and entryways are cleared of snow by student labor.	IH	OS Ketchikan IH Sitka	Previous outsource contract in Sitka discontinued due to limited service availability	See UAF
Grounds Maintenance	IH	IH	Reorganized in 1999 and management staff reduced to streamline the functions. UAA has chosen to provide the delivery of this service because of the importance of quality. Grounds Maintenance branch is currently undergoing performance analysis, and converting tasks to service orders under a new computerized maintenance management system	IH	IH	Labor by student workers at Fairbanks campus.	IH	IH		See UAF
Housing - Dorms	N/A	N/A		IH	IH		IH	N/A		N/A
Housing – Apartments/ Suites	IH	IH Valdez	No response from RFI in FY95. New construction opened in fall 1998.	IH	IH Bethel		IH	IH Ketchikan IH Sitka	In house operation of private facilities at Sitka and Ketchikan	N/A

Function	UAA-Anchorage	UAA-Other	UAA Comments	UAF - Fairbanks	UAF-Other	UAF Comments	UAS - Juneau	UAS-Other	UAS Comments	SW
Housing - Students with family	N/A	N/A		IH	N/A	After RFI regarding outsourcing in 1995, UAF established internal enterprise with residents of 26 year old facility to restructure operations of 72 apartments in 12 buildings.	N/A	N/A	Some set-aside apartments within above	N/A
Housing - Grad student/faculty	N/A	N/A	grad students within above	IH	N/A	No action taken on RFI from 1995	N/A	N/A	grad students within above	N/A
Purchasing	IH - modified	IH	Staff reduced from 12 in 1992 to 4 Full Time and 3 Part time. Significant portions of routine supply activity outsourced leaving need for highly specialized contract managers.	IH	IH	Staff reduced from 17 in 1992 to 10.5 today. On-going effort of increasing productivity & partnership with other campuses on large/complex projects;co-development w/SOA contracts; decentralized small dollar purchases through better technology.	IH	IH	Regionally centralized for IFBs, outsourced to other MAUs for RFPs, limited RFQ authority within extended campuses.	SW uses UAF for purchasing functions Centralized system for protests, appeals, limited procurement and sole source justifications only.

Function	UAA-Anchorage	UAA-Other	UAA Comments	UAF - Fairbanks	UAF-Other	UAF Comments	UAS - Juneau	UAS-Other	UAS Comments	SW
Facilities Planning and Construction	IH	IH	Substantially reduced staff in this area. Currently 8 staff, down from 22 FT in the early 90's. As UAA has OS significant portions of its facility management activity, it is critical to have competent UA employed construction managers. All design and engineering services performed on campus are currently OS.	IH	IH	SW Admin. decentralized design and construction depts. to campuses in 1991	IH	IH		SW uses UAF for this function. System office decentralized function to regional campuses in 1991.
Minor Maintenance and Repair - Elevators, Building Control Systems	OS	OS	Also OS fire extinguisher maintenance. A relatively small IH physical plant operation is maintained for routine functions. A computerized Maintenance Management system has recently been installed to increase productivity and accountability.	OS	OS	Specific areas of maintenance (DDC controls and elevator repairs) have gone to OS over the years	OS	OS	Elevator full service, repair and upgrade outsourced region-wide. Most major renewal/replacement projects OS. Electronic Bldg. Mgmt. system evaluation design, upgrade and backup is also outsourced.	See UAF
Minor Maintenance and Repair	OS	OS	Any activity over $2,500 is outsourced. Relatively small in-house capacity is maintained for routine needs.	IH	IH	Since 1994 some minor repair work is designed via OS consultants or in house staff and completed by outsource.	IH all design is OS	same		See UAF
Major Maintenance, Repair and Renewal	OS	OS		OS	OS		OS	OS		See UAF

Function	UAA-Anchorage	UAA-Other	UAA Comments	UAF - Fairbanks	UAF-Other	UAF Comments	UAS - Juneau	UAS-Other	UAS Comments	SW
Garbage Collection and Removal	OS	OS		most IH some OS through janitorial	OS	reviewed in 98, no interest in downtown center, or full service for special events, litter, student housing etc.	OS	OS		See UAF
Campus Security	IH	IH	High priority that campus safety be provided by fully commissioned police officers.	IH	IH	See "Security" paper attached	OS evening IH Daytime	Sitka & Ketchikan campus utilize municipal police and fire services		See UAF
Printing	OS Copying IH Printing		Examination in 1996 resulted in outsourcing the central copy service functions and a portion of machine maintenance. Printing was determined to be a cost-effective asset to UAA.	IH/OS	IH	Many projects are OS, depending on project, time frame. Some IH also gets OS from print shop. Copying machines are OS leases.	OS	OS		See UAF
Conferences & Institutes	Routine low-level functions	N/A	OS for large groups such as Elder Hostel; or when requested by outside groups	IH for routine low level functions	N/A		OS for large groups such as Elder Hostel	N/A	IH for low revenue activities such as small summer groups	N/A
Add Additional Functions Where OS centralization or major restructuring has occurred. Include Administrative services and extended site operations.		Mat-Su Campus outsourced child care services in 1997.	In 1998 UAA outsourced its tuition payment plans to a third-party.							Land Purchase contracts collected through local bank.
Janitorial	OS	IH Studen/staff	small amount of IH custodial- housing, eating facilities, common areas	70%OS 30% IH	IH	OS in 1995	IH	IH Ketchikan		See UAF

UNIVERSITY OF Alaska
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The Privatization Sub-Committee for the University appears ready to recommend further study of privatization of printing services for all campuses. The campuses are not all alike. While others run a copy center, UAF has a full spectrum print shop which includes copy center services. But there is a good reason for that, and it goes back to legislation that compelled it, and academic needs that still require it.

Originally, the law was silent about whether to use in-house facilities or the private sector for print needs. UAF Printing Services capabilities grew to meet the need. Printing and graphic arts was, and remains, an instructional program at UAF. What was good for the student (4 color off-set presses, imagers, separations, etc) was also good for the needs of UAF and it's many and often elaborate publications.

Then around 1990, the law changed. The Legislature at that time took the view that State Agencies (and by association, UA) were not getting an appropriate return on their capital investments in copying and duplicating equipment. So the new law required that all print services be done in-house unless the in-house services couldn't meet the need. In fact, UAF Purchasing had to initiate a procedure requiring UAF Printing Services to sign-off permission for departments to use the private sector.

In 1994, the law changed again in another about-face. Now everything had to be out-sourced unless the private sector couldn't meet the need. That is the legislation in place today. Specifically, it requires that UAF offer the private sector the opportunity to bid on all printing jobs above the competitive threshold. The UA CPO approved this as the competitive limit established in AS 36.30, or $2,500. And, to enhance individual department's access to the private sector below $2,500, UAF Purchasing established electronic Blanket Orders with all the local print shops so that UAF departments can electronically place orders directly with the private sector if they so choose. The result is that the UAF Print Shop does not have a captive market at any level of printing services. We have to compete for price, service, and quality dollar for dollar. And, Printing Services is not subsidized by UAF. It is self-supporting as well as competitive. It is required to meet federal accounting standards for recharge centers that define a self-support entity. A few facts will demonstrate the excellent balance between UAF Printing Services and the private sector:

In FY 98 over $727 thousand of UAF printing needs were out-sourced to the private sector.

In FY 99 that figure rose to nearly $1.3 million.
55 RFQ's have been issued since FY98
30 were awarded to the private sector
25 were awarded to UAF Printing Services
The total value of the 55 RFQ's was $382.6 thousand. When the private sector was lowest cost, UAF saved approximately $138.2 thousand.

When UAF Printing Services was lowest cost, UAF save approximately $134.5 thousand.

This is a very balanced system. But, Printing Services is not simply a "copy center" as defined by most agencies. It directly supports nine instructional programs in journalism, broadcasting, and graphic arts with a hard-wired connection through the campus Ethernet backbone. This means that large jobs don't have to be fragmented, delivered to an off-campus location and downloaded from many disks (with loss at the data margins). No one in the private sector has this access, speed and carrying capacity. We also provide an internship each year for a J&B or Graphic Arts student. In addition to the student benefit, UAF departments receive 100 or hours each year of consulting on design, color, and lay-out that at no cost from Printing Services.

Finally, UAF Printing Services provides copy machines throughout the campus, with maintenance and supplies out-sourced to the private sector. These are being tied to our One Card system so that students will soon be able to access any copier on campus. This is a terrific added convenience for students.

About three years ago, a national company visited campus to assess the potential for privatizing Printing Services. These

companies are most eager to assume management of such services when the current product is slow, out of date, expensive; and has very low customer satisfaction. After spending a day in Purchasing, Printing Services and touring they said they would get back to us with a formal offer. We never heard from them again. The point is, UAF Printing Services is providing an essential service at competitive rates, while providing support to academics and opportunities to students not available from the private sector.

We have reviewed the privatization issue for UAF Printing Services. We agree that competition is good for business. It has made us leaner and demonstrated our efficiency in direct, head-to-head comparisons. It is producing the best combination of low cost, service, classroom support, student opportunities and privatization. The system is very balanced as is, and it is in the University's best interest for it to remain so.

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MEMORANDUM

TO: Wendy Redman, Vice President
University Relations

FROM: Ed Foster
Superintendent

DATE: October 25, 1999

RE: Vehicle Cost Analysis of Purchasing vs Leasing from Private Vendor

During the teleconference with the Privatization Subcommittee on October 20, 1999 Chick Wallace asked why individual departments within the University own their vehicles and do not go through a centralized Vehicle Pool. I explained although many departments do still own their vehicles they are now required to go through our Vehicle Pool for additional vehicles or replacement vehicles. This decision was made approximately three years ago based on recommendations from a Legislative Audit conducted the same year. Through attrition, all vehicles at UAF will eventually belong to the Vehicle Pool.

The Subcommittee also asked why we purchased vehicles and did not lease them from private vendors. We did an analysis of leasing versus purchasing a few years ago, but I do not believe a formal report was written. This week Facilities Services was able to put together some lease costs, in today's market, for types of vehicles we frequently purchase. I have attached a comparison of those costs against the cost for a department to lease an identical vehicle today from our Vehicle Pool.

A few points to be aware of when reading this comparison chart are, our vehicle prices already include additional costs; such as, parking decals, insurance, unscheduled maintenance and cleanings. Also included in our price is a 10% depreciation expense for replacement and when the vehicle reaches the end of its life cycle the vehicle is sold.

A vehicle leased from a private vendor can be covered by a maintenance contract, but it will only cover scheduled maintenance, any unscheduled maintenance would be an additional cost. Also, if the vehicle has any damage other than fair wear and tear or excessive mileage at the time of return the customer will be charged accordingly, over and above the base lease price. Last but not least, at the end of the lease the customer turns in the vehicle and has no asset to show for the money paid out.
I hope this information is helpful. If there is any additional information needed please let me know. Thank you.

A. COST ANALYSIS OF PURCHASING VS LEASING

UAF PURCHASED VEHICLES

VEHICLE TYPE	MONTHLY COST	YEARLY COST	STARTUP FEES	TOTAL COST 1ST YEAR
Suburban	$346.67	$4160.00	$0.00	$4160.00
AWD Minivan	$303.33	$3640.00	$0.00	$3640.00
15 Passenger Van	$325.00	$3900.00	$0.00	$3900.00
Sedan	$195.00	$2340.00	$0.00	$2340.00
2wd Truck	$260.00	$3120.00	$0.00	$3120.00

INCLUDES: $225.00 Parking Decal, $186.00 Insurance, License Fees, All Scheduled and Unscheduled Maintenance and Cleanings.

AUTOMOBILE DEALERSHIP LEASED VEHICLES

VEHICLE TYPE	MONTHLY COST	YEARLY COST	STARTUP FEES	TOTAL COST 1ST YEAR
Suburban	$645.88	$7750.56	$929.00	$8679.56
AWD Minivan	$510.06	$6120.72	$779.00	$6899.72
15 Passenger Van	$653.84	$7846.08	$1213.00	$9059.08
Sedan	$370.96	$4451.52	$1663.00	$6114.52
2wd Truck	$330.00	$3960.00	$2160.62	$6120.62

INCLUDES: Scheduled Maintenance Only
Fees: may include – Security Deposit, License Fees, Document Fees and/or downpayment

cc: Kathleen Schedler, Director

UNIVERSITY OF Alaska ANCHORAGE FAIRBANKS SOUTHEAST

The following information on University campus security is provided to the University of Alaska subcommittee of the Privatization Commission as requested.

University of Alaska Campus security

1. Description of how each campus handles security:

Both UAA and UAF has State of Alaska commissioned police departments that can handle the full range of daily safety, police, investigative, and security needs for the campus community. Along with its commissioned police officers, UAF has the student community service officer program which provides police internships to UAF students. These student officers perform the security functions as any private firm would (parking, door checks, traffic control during special events) and provide educational opportunities for the students.

This is a highly specialized area in which UAA and UAF takes great pride. Safety and security are of the utmost importance. The UPD has jurisdiction over the campuses, has police officers and dispatchers available 24 hours a day, 7 days a week.

UAS outsources both security patrolling and alarm dispatch services, which in turn contact municipal police, fire and EMT services. Sitka and Ketchikan utilize municipal police and fire services directly, at no cost.

2. Will state/local police respond to incidents on a campus?

UAF is outside the corporate limits of the city of Fairbanks by a substantial amount thus no obligation to provide police coverage. Commissioned police coverage would fall to the State and the Alaska State Troopers as was the situation prior to 1991. The Alaska State Troopers currently have 3-4 troopers average on a patrol shift from North of Wasilla to the North Slope, and includes serving the 60K or so residents residing outside Fairbanks in the FNSB.

UAF does have a mutual response agreement, in which each agency (Fairbanks, Troopers, Airport, UAF etc.) will respond to life threatening and serious incidents in each others jurisdiction, not primarily as first responder, but as back up and to support other wise lean responses.

UAA also has a mutual response agreement with the Anchorage Police Department where the APD will respond to life threatening and serious incidents on campus.

3. Results of past reviews of strengths/weaknesses of private security versus UA employees.

Only public employees can be commissioned officers to uphold the laws of this state. However, this question does lead to one of "police" dept. vs. a "security" department which UAF has had experience with both. This then also becomes a question of levels of service which needs to be discussed with the community at large. Security officers

basically monitor and protect property. They can not deal with human interactions (intercede as police can, make traffic stops, investigate crimes, make police arrests, etc.) required to protect the community from personal and property crimes, security officers can only alert the proper authorities if and when available, that is even true of our students CSO we currently use to supplement our police force.

Prior to 1991 UAF did operated under a security department fashion relying on trooper responses to campus. What happened is the University just did not get the response or campus sensitivity required to protect the community. Responses by the outside law enforcement agencies were strictly handled in a reactionary mode and did not deal with the level of sensitivity needed. This was climaxed by the famous snowball - trooper shot gun incident. We also had security officers that were put in positions of danger and creating high liability as they were not trained nor commissioned police officers while still subject to dangerous incidents. As a result the State legislature authorized the commissioning of police forces at UAF and UAA.

A final thought on private security and its limitations, other than property issues that private security does have a place, many police interactions are with community members at their most vulnerable times in their lives. Public trust must never, ever be compromised.

4. Is federal funding available for campus security?

Campus security - NO. Campus police officers - Yes...but only with local matching funds and a continuation agreement to take over complete funding. Federal policing "grants" are available and have been use by UAF to fund several police officer positions. They are still some what available. However the federal government is not in the business of assuming community police protection, it uses these "grants" to prompt communities to spend more of there OWN funds to the police effort. The feds will fund up to 75% of a new position for the first year, with the community funding the rest, prorated till year 3, when the position must be fully funded by the local community. To accept these funds is a commitment to future increased self-funding. Unfortunately in the current Alaska budget climate, no community including UAF can make that commitment and take advantage of these "grants".

At UAA, federal funding is used to partially offset the cost of one officer solely dedicated to campus residential housing, the remaining portion of that position is funded by the housing auxiliary. Because of the priority for campus safety provided by fully commissioned police officers, UAA would not support the consideration of outsourcing in this area.

UNIVERSITY OF Alaska
ANCHORAGE FAIRBANKS SOUTHEAST

The UA Subcommittee of the Privatization Commission has requested to view the Collective Bargaining Agreement language that is favorable to contracting out. The following is an excerpt from that document:

Taken from the UACEA collective Bargaining Agreement dated 1/1/98 – 12/31/2000:

2.9 Contracting Out

A. The Employer specifically reserves the right to contract out any work it deems necessary. Prior to a decision which would result in the layoff of Bargaining Unit Members, or a decision to renew a contract which resulted in the layoff of Bargaining Unit Members, the Employer will:

1. Conduct a comprehensive cost study;
2. Notify the union of the study;
3. Give the Union thirty (30) days notice of its decision to circulate an RFP which will be considered using the same criteria as used for evaluation of outside proposals; and
4. Notify the Union of the results of the Requests for Proposals review, including the basis for a decision to contract out.

B. In the event Bargaining Unit Members are displaced because work was contracted out, they shall be eligible for the following:

1. Every effort will be made to place the Bargaining Unit Member elsewhere in the University system. If the position is in another geographic location, the Bargaining Unit Member will be eligible for relocation assistance limited to the equivalent of a month's salary.
2. The employer will attempt to provide training, apprenticeships and/or trades helper opportunities available to prepare the Bargaining Unit Member for remaining available work.
3. Bargaining Unit Members will receive first consideration for vacancies, including temporary openings.
4. The Bargaining Unit Member will have Layoff and Recall rights under the provisions of Article 5.4 for three years from the date of layoff.
5. The employer will provide continuation of health benefits for six months from the date of layoff.
6. The Employer will endeavor to provide employment opportunities with the contractor for the Bargaining Unit Member.

C. In the event the employer conducts an audit of work that has been contracted out causing the displacement of Bargaining Unit Members, the employer shall provide a copy of the audit to the Union.

UNIVERSITY OF ALASKA STATEWIDE SYSTEM
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TO: Marco Pignalberi, Legislative Aide
Representative John Cowdery

FROM: Wendy Redman

DATE: September 17, 1999

RE: University Privatization Review

Attached are reports from UAF, UAA and UAS regarding the privatization/outsourcing activities and reviews that have occurred, or are in place, at the major UA campuses. As you will see, the University has put in a good deal of effort over the last five years to evaluate and implement the use of private contractors in those areas where cost savings or improved services could be achieved.

The Board of Regents and the executive administration of the UA system continue to seek every possible opportunity to achieve greater efficiency with available resources. Without going into a high whine, I will remind you that the general fund appropriation to the University is the same this year as it was over a decade ago; state general fund represents about 40% of our total budget today compared to nearly 70% a decade ago. While a shift in the proportion of state funding was certainly appropriate, the failure to maintain modest growth in state funding during the past decade is now seriously impeding our ability to secure non-general funds, and even more alarmingly, it is impacting our ability to offer the programs necessary to maintain enrollment. Even a cursory look at our funding history will show that we are dangerously close to a downward spiral that will be very difficult to correct. Though we have more than doubled tuition and increased other non-general funds available to support the operation of the University, these measures have fallen far short of keeping pace with annual inflation, and have allowed virtually no growth in response to changing state needs.

The University undertook a major organizational restructuring beginning in 1987 that merged the state's community colleges and university centers for an annual savings of $6 million in administrative costs. A major program assessment completed in the mid-90's resulted in another round of program eliminations, consolidations, and reorganiztions. A significant part of the last program review focused on opportunities for full or partial privatization and/or out-sourcing of a full array of services. This review resulted in the shift of many functions to contracted services, including the outsourcing of most of the facility maintenance and a significant portion of the building repair and maintenance at campuses in Fairbanks and Anchorage.

With an 11-person Board of Regents appointed from the private sector, we have the advantage of input and interest in alternative delivery methods at the highest levels of University governance and management, as well a great deal of experience. In fact, I doubt there is another entity of state government that has demonstrated as much initiative or willingness to reorganize and rethink how it conducts its business. We have many years of experience with privatizing, and continue to be open to new ventures all the time. As new technologies are developed, opportunities for more efficient delivery of education as well as academic support services will certainly emerge. At

the same time, we are continuing to pursue opportunities for joint programming with schools, private industry, and other non-profit groups that will allow the most efficient use of limited resources to meet the academic, research, and public service needs of all Alaskans. Although the legislation that formed the privatization task force did not include the University as an agency for review, I know there has been interest expressed in including us. I want you to know that we welcome the opportunity to discuss our experiences with your committee, or with a subcommittee established specifically to review the University's experience with privatization. We have a great deal of experience that may prove helpful to others, and as I indicated above, we are always interested in new and innovative ideas that will allow us to maximize resources and retain the quality of our services.

cc: President Mark Hamilton
Vice President Jim Lynch
BOR President Mike Burns
Chancellors Lind, Pugh, Gorsuch
Vice Chancellors Griffin, Vaughn, Williams

PRIVATIZATION AT UAA

Prepared by: William Rose, Vice Chancellor for Administration

Over the last five years, the University of Alaska Anchorage (UAA) has evaluated and implement the use of private contracted services in cases where cost-savings and/or service improvements could be achieved. It is our goal to attain the highest level of service while utilizing the lowest cost alternative in the delivery of administrative and support services across the UAA campuses. UAA's track record relative to the use of outsourcing as a means to achieve cost-savings while maintaining quality, supports this goal. The highlights of these efforts have been the outsourcing of facilities design and engineering services, maintenance and repair, renovations, new construction, custodial services, utilities, food services, the copy-service arm of the printing department, tuition loan services, and athletic team travel services. In addition, the UAA Bookstore was recently studied to determine if privatization was a viable alternative to an in-house operation including the issuance of a Request For Information (RFI). The following are more detailed summaries of UAA's recent privatization efforts.

Facilities Design and Engineering Services, Maintenance & Repair, Renovations, New Construction, and Custodial Services

1. All UAA architecture, design, or engineering support is contracted out. Contracts are awarded by task or project. $500,000 to $3,000,000 is expended annually on design and engineering services depending on the available level of "local" maintenance dollars and state capital appropriations.
2. Maintenance and repair, renovation, and new construction projects are awarded by project. $1.2 million is expended annually on maintenance and repair and renovations. A unit price contract is also utilized for routine maintenance and repair. New construction is dependent on available state or federal funds.
3. All custodial support (except the Housing complex) is outsourced. A new contract was awarded in July 1999 at an annual cost of approximately $800,000.
4. All elevator maintenance is contracted out at an annual cost of $45,000.
5. An energy conservation contract provides $250,000 in energy conserving modifications to UAA facilities on an annual basis.
6. All utilities are provided by outside entities at an annual expenditure level of approximately $3,000,000.

In addition, our extended sites at Kenai, Kodiak, Mat-Su, and Prince William Sound utilize contracted services for the majority of their facilities expenditures.

Food Services

In FY99, the new UAA housing complex was completed. To complement this new facility, the existing in-house dining services at UAA were consolidated and contracted out. The new contractor, Aramark, operates all cash dining venues, including the Daily Grind, Wolf Den, Counter Culture, Bear Necessities, and catering services. In addition, they also operate the student dining board program, including the Cuddy Cafeteria and Creekside Eatery. "Subway" independently operates a venue in the UAA Campus Center. The total value of these contracts is approximately $2,467,932.

Printing Services

In 1996, the UAA printing department was analyzed to consider the use of contracted services. The study found the overall printing department to be a cost-effective asset to UAA. The study did recommend that the copy services area within the printing department be further analyzed. Copy services was reviewed and recommended for outsourcing in order to increase service, to improve machine and copy quality, and to reduce overall copier costs. The Copier Management Program (Copy Center) was contracted out to Xerox (XBS) in 1996.

Miscellaneous Services

UAA has recently contracted out tuition loan services and travel services for athletic teams. In addition, UAA has contractors performing Facilitation and Mediation, Moving, Laundry, Forestry Consulting, Photography, Vending, Newspaper printing, Fire Extinguisher Inspection, Advertising, and Legal Services to name a few.

Bookstore

In Fiscal Year 1998, a study was conducted to determine if the UAA Bookstore should be privatized. This entity is a fully-costed, self-sustaining auxiliary operation that receives no general fund support. The study found no evidence that moving to an independent, corporate firm would improve services or reduce costs. A search of potential bookstore owners, through a Request For Information (RFI) process, found limited interest in this highly specialized entity. The study found that a for-profit operation would increase the price of books for the students by 5 – 20%. UAA decided to closely monitor the yearly performance of the Bookstore to ensure that an in-house operation was viable. In FY99, the Bookstore performed well with sales of $4.7 million, and a positive year-end balance, while book prices remained nationally competitive with campus bookstores and entities such as Amazon.com. Currently, the Bookstore has developed an online presence and is in the final development stages of an online requisition and ordering system for faculty and students.

UAA has developed and implemented internal and external customer satisfaction surveys to ensure our in-house and outsourced activities are performing effectively. Overall, the current mix of UAA personnel and contractors is providing the University with excellent, cost-effective service. However, we are never satisfied with the status quo. Consequently, we are constantly reviewing current operations to determine if restructuring or contracting out would improve service and provide more efficient use of our limited resources.

PRIVATIZATION AT UAF

Prepared by: Terry Kelly, Director of Procurement

When investigating privatization it is important to differentiate between the forms it takes. Privatization can be considered out-sourcing of: (1) non-personal services, (e.g., custodial, food service, maintenance, etc) and professional services (e.g. architectural, financial, legal, computing services and other specialized consulting for specific needs); and (2) hiring management companies to manage and administer University functions, (e.g. facilities management, accounts payable, purchasing, personnel, information technology, etc.). Privatization in either form has potential advantages, and inherent disadvantages. It is not a panacea for operational deficiencies, nor a guarantee of improved performance. The variables in privatization are the quality of potential providers, the disconnect that occurs when our customers are one iteration removed, the added burden of contract administration and the reoccurring disruption with each change of contractor.

Also, a distinctionof interest may be that, unlike some State agencies, the University has a middle option to establish self-supporting auxiliaries. Auxiliaries are an economic hybrid subject to the dynamics of competition but operating within the University framework. This brings the benefits of private enterprise while retaining control, flexibility and continuity. The functions below marked "Contract" are privatized. Those marked "Auxiliary" are in-house, self-supporting. Functions that are underlined are provided internally for the reasons given.

In broad terms, UAF contracts for a wide variety of non-personal, professional, and scientific services totaling more than $49m annually. These range from custodial services to scientific data analysis and are too numerous to list. I have tried to list those functions that are most commonly perceived as privatization opportunities.

FACILITIES SERVICES

Design, Architectural & Engineering Contracts: Approximately $1m to $5m annually
New Construction Contracts: Approximately $15m to $30m annually.
Maintenance & Operations Contracts: Approximately $600k annually is out-sourced for numerous small to mid-range contracts with local businesses for such things as equipment rental, pest control, overhead door maintenance, heavy equipment safety inspections, major vehicle repairs, boiler/furnace maintenance, window cleaning, road repairs, and many others.
Telecommunications Contracts: Approximately $625k annually for local & long distance service. PTI performed a preliminary evaluation of privatization in 1997, but did not pursue it further.
Electrical Power Contracts: (off campus & backup as needed): Approximately $250k annually.
Sewer Treatment Contract: Approximately $360k annually.
Custodial Services Contract: Approximately $1.5m annually. Previously done in-house. Includes all custodial services throughout the campus, including student dormitories. This contract resulted from a cost/benefit review conducted in the early 1990's.
Coal Transportation Contract: Approximately $500k annually. Previously a sole source to the Alaska Railroad, competition was introduced into this service via the trucking industry resulting in total savings to UAF of $60k to $100k annually.
Elevator Maintenance Contract: Approximately $95k annually to provide maintenance, repair, and safety assurance for all elevators on campus.

Ash Hauling: Approximately $72k annually. Previously done in-house, this service removes the ash and transfers all ownership, disposal and hazardous materials requirements to the contractor.
Hazardous Materials Waste Management Contract: Approximately $150k in hazardous materials disposal, abatement programs and haz mat information.
Direct Digital Controls Contract: Approximately $150k in maintenance and monitoring of facilities environmental digital control systems. This is tied directly to UAF's energy conservation program.
Hess Village Housing Auxiliary: Approximately $500k in annual revenues. This pilot program has been successful in completely refurbishing and renovating these married student-housing units from rental income resulting from high occupancy. This program has proven the effectiveness of bringing sound business practices to the housing issue.
Electric & Heating Utilities: UAF is self-sufficient. The Utilities Plant which produces both power, heat and water for the campus pre-dates availability of large-scale power and water production accessible by UAF. The cost of electric production is roughly equivalent to local utility rates. The local utility has no need for UAF's generating capacity. Moreover, the power plant produces steam heat for the campus as a by-product of the power production.
Water: UAF produces its own water. That water is also used to cool the power plant. The local utility has been investigating the economies of privatization. Current comparisons show UAF water produced at approximately $1.53/kgallons while the private sector rate is approximately $3 to $3.50/kgallons. No proposals have yet been presented to UAF.
Refuse Hauling: A preliminary investigation of basic refuse collection privatization conducted in 1998 indicated a cost difference of approximately $4,600. This cost difference is based on basic refuse collection only and does not include vital services that UAF currently supplies and would be required to continue to provide if outsourced. Some of these vital services include; small garbage can collection, special events refuse collection, grounds policing, walk-up collections at private residences, collection at the Downtown Center, and handling of hazardous materials. During our investigation, both local contractors indicated that the price for refuse collection would increase over time and that their garbage trucks would be amortized over a five year period. Therefore, under contract, UAF would be required to pay for a contractor's new truck at a rate that would far exceed any costs associated with replacing it's own truck. If UAF were required to pay for these items in addition to the basic refuse collection services, the costs would greatly exceed the estimated cost difference of $4,600 for contracting the basic service.
Snow Removal: UAF own its snow removal equipment (graders, dump trucks, loaders). It is used year round for landscaping, and other projects. The majority of the labor in snow removal is provided inexpensively by students. Any potential savings by out-sourcing are not expected to offset the need for this equipment for other uses, nor the flexibility that in-house service provides.
Parking Management: Privatization of parking management, including building a parking facility, was investigated in 1995. The private sector determined that it was not economically viable.

STUDENT SUPPORT SERVICES

Food Service Contract: Approximately $1.5 to $2m annually. Includes all board program meals, and on-campus catering with exceptions made only for the Culinary Arts Program presentations. An intense review by the previous administration, student committees, and a respected consultant are nearing completion. A stronger partnership is emerging with the contractor, and a new RFP for an expanded program will be issued this fall.
UAF Bookstore Auxiliary: Approximately $3m in annual sales to students, faculty, staff and the public (primarily tourists). The most recent trend in University bookstores is not out-

sourcing, but rather partnering with the private sector. This business configuration is emerging through web-based access to major book sellers; direct marketing of computer hardware/software from the manufacturer through a campus outlet (not available to the private sector); and the marketing of logo items through local retail outlets. Technology is changing the nature of bookstores. It holds the promise of leaner operations, continued favorable pricing and increased revenues. The UAF Bookstore has established a web presence, and is pursuing the efficiencies of web ordering, and publishing company partnerships. UAF will be in a better position 2-3 years from now to assess whether sufficient additional benefits are attainable through outright privatization.

University Technology Center Auxiliary: Approximately $2m in annual sales. The UTC, in partnership with major manufacturers, is a computer store with a presence on the three MAU's providing hardware/software to students, faculty, staff, and departments. This "direct only" sales approach, not available through private sector dealers, is initiated by major manufacturers and provides unprecedented discounts.

Residence Life Auxiliary: Approximately $3.7m annually. UAF is in the closing stages of a renovation and review of housing operations. The administration is developing alternative operating configurations and strengthening partnerships with the Food Service program. In the spring of 1999, a consulting firm was hired to review housing services and make recommendations for enhancing quality, and economic viability.

CAMPUS SUPPORT SERVICES

Printing Services Auxiliary: Approximately $1.3m annually. Printing Services is not simply a "copy center" as defined by most agencies. It directly supports nine instructional programs in journalism, broadcasting, and graphic arts through the campus Ethernet backbone with a high technology. The issue of privatization has been addressed by legislation that requires that UAF offer the private sector the opportunity to bid on printing jobs above the competitive threshold. This insures that the Printing Services Auxiliary is at least as cost effective as privatization. In addition to printing, UAF Printing Services provides and maintains copy machines throughout the campus. A private sector print management firm recently reviewed the technology and pricing structure of UAF Printing Services and did not pursue it further.

Conferences & Special Events Auxiliary: Approximately $426k annually, but $37,423 is University related. Technically, this is recharge, a variation on the auxiliary model. About 90% of the department's activities is coordinating events for external customers unrelated to the University at non-University venues. It is under review by the administration. Consideration should be given to redefining its mission to promoting UAF and developing opportunities for the campus to host a variety of organizations to showcase the University.

MANAGEMENT SERVICES

Facilities Management: Private sector management of university facilities is available, but not commonplace. UAF Facilities Management has recently undergone a major reorganization merging Physical Plant, Utilities and Design & Construction. The efficiencies and effectiveness of this new organization should be assessed before consideration is given to privatization.

Accounts Payable: The accounts payable function is undergoing a transition to a new level of electronic processing. Introduction of a procurement card (Pro-Card) for purchases provides a single monthly MasterCard billing for hundreds of vendors. MasterCard pays the vendor almost immediately after the transaction. It is expected to produce significant savings in labor and administrative cost in the coming years. These efficiencies should be assessed before we consider out-sourcing the function entirely. Consideration perhaps should be given to increased consolidation of payable functions.

Procurement & Contract Services: Purchasing is gaining from some of the same changes affecting Accounts Payable. Three to five positions have been eliminated in Procurement in recent years due to advances in technology, increased staff expertise, and increases in bid limits. This is shifting the focus of the department from order processing to contract administration. As privatization increases, the need for more and better contract management increases proportionately. Consideration perhaps should be given to increased consolidation of purchasing functions.

Human Resources/Payroll: The very term, "human resources" rather than the traditional "personnel" implies a wider spectrum of service to current and potential employees. UAF Human Resources does not fit the hiring hall function most closely identified with out-sourcing personnel or payroll functions. Much consolidation of employee relations and payroll has already taken place with key functions being provided at the Statewide Administration level.

SUMMARY

The best opportunity for privatization to produce dramatic improvements is when the agency is bloated with staff and wasteful budgeting. One of the bright spots of the several years of decrement spending is that, at every level UAF, indeed all UA, has been forced to find management and service innovations to meet the need in spite of declining resources. That by definition produces a heightened level of productivity. Meeting this challenge year after year has resulted in downsizing staff, upgrading technology, and demanding better management. The number of auxiliaries is increasing. Further review is needed to insure sound business practices and the economies of scale are attained.

Many opportunities for out-sourcing have been found. New opportunities are always under review. But the good news/bad news is that the budgetary rendering process of the last decade has greatly narrowed the gap between the efficiency we have already secured and the increment of efficiency that might be available from privatization.

PRIVATIZATION AT UAS

Prepared by: Carol Griffen, Vice Chancellor for Administrative Services

Facilities Design and Engineering Services, Maintenance and Repair, Renovations, New Construction and Custodial Services

1. UAS contracts for all architecture, design, or engineering support. Contracts are awarded by project. The cost of such services vary from *$150.0-$200.0* per year depending upon available level of maintenance dollars and state capital appropriations.

2. Maintenance and repair, renovation and new construction projects are awarded by project. Approximately *$700.0* is spent annually on maintenance, repair and renovation. New construction is not contained in the annual expenditures stated above. Those expenditures are strictly dependent upon state capital project appropriations.

3. Custodial support is outsourced on the Sitka campus. The annual contract is approximately *$62.0*. Since there has been mixed success across the system where custodial services have been contracted, it is UAS's intention to use the Sitka contract as a pilot project prior to making any determinations about expanding contracted custodial services.

4. All elevator maintenance is contracted at an annual cost of *$34.0*.

5. All utilities are provided by outside entities at an annual expenditure level of approximately *$730.0*.

Bookstore

Since the mid eighties, UAS has developed an RFP on two occasions to contract with local vendors to provide bookstore services on the Juneau campus. We were not successful either time in finding a local vendor willing to provide book store services on site for the Juneau students. This fall UAS has identified 10 courses for a pilot project to determine the feasibility of purchasing texts on the internet. Most of the classes in the test project are offered distance delivery which previously required additional handling to deliver the books to the students across Alaska. Those students are now purchasing their texts from vendors across the WEB. The test is working very well and it is our intent to continue to expand this opportunity for students.

Security

UAS has never had a police force. It has been our practice for a number of years to contract for security services throughout the region at an annual cost of approximately *$76.0*.

Day Care

In 1995 UAS, Juneau campus eliminated a campus run day care center which was for use by students who were enrolled at the Juneau campus. Due to the rising cost and the inadequacy of available facilities the service is no longer offered, however we do continue to assist students to find placements for their children in local private day care facilities.

Printing

In the mid eighties UAS closed its printing facility and has since that time contracted with private printing firms for all its publications, including course schedules, catalogues, printed course materials and program brochures. The annual cost of printing services is approximately *$133.0.*

Food service

Over the course of the last decade the Juneau campus has made two attempts to find a private company to provide food service at the Juneau Campus for residential students. Both attempts, the most recently in 1997, failed to find a private vendor willing to provide those services with out substantial subsidy to the campus. We remain very interested in contracting with a private vendor for food service.

Since the mid eighties UAS has discontinued providing services in-house where it made sense to contract them to private businesses. We have a long history of attempting to find private businesses to provide a student bookstore, food services, printing and childcare. UAS has been partially successful and remains interested in exploring opportunities to privatize services where we can obtain a high level of service and the lowest cost alternative for the delivery of administrative services.