

**2001**

**REVIEW**

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1/10/01



# Alaska State Legislature

## HOUSE OF REPRESENTATIVES

### Committee on Finance

**Official Business**

**State Capitol  
Room 507  
Juneau, AK 99801-1182**

**To:** Annalee McConnell  
**CC:** Members of House Finance Committee  
Senator Donley  
Joan Brown  
**From:** Representative Eldon Mulder, Co-Chair  
**Phone:** 907-465-2647      **FAX:** 907-465-3518  
**Date:** December 28, 2000  
**Re:** House Finance Committee Meetings Reviewing How Agencies Have Met Their Missions

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The House Finance Committee will be hearing from State Agencies beginning on January 10, 2001 and hope to conclude by Friday, January 19. We will meet daily beginning at 1:30 PM. Denny DeWitt from my staff has already contacted Joan Brown to begin the scheduling process. He will be available answer questions and assist in scheduling agencies time slots.

We will be asking agencies how they have used Alaska's investment to accomplish their mission in the current fiscal year and in FY 00. We are interested in hearing about results accomplished, not the process or amount of activity. In preparing for your presentations, please remember that this is a full committee overview. Agencies will have the opportunity to fully discuss issues in subcommittee. Those who wish to make subcommittee reports to the full committee at these meetings do so at their own risk.

The following set of questions will be on the minds of committee members and might be useful for agencies to consider. Our goal is to allocate not more than 45 minutes to each

agency. Presenters should remember the agenda is to hear agencies' report on what they have done with our investment, not presentations of FY 02 requests.

1. What is your mission?
2. How do agency programs contribute to the mission?
3. Who are the customers of the programs?
4. What are the performance outcome measures?
5. How did you do last year?
6. What do you intend to do differently this year? (This is a program management question, not FY 02 funding question)
7. What are your strategies/priorities for this next year?
8. Measures you are using to validate and monitor our investment?
9. What duplications are there between your agency and others?

Early in January, Staff for the House Finance Committee Members will begin to contact agencies to review existing missions and measures. We will be refining those adopted in SB 281 last year. This would be a good time to have measurements ready to show how well you have met missions. As we did last year, we hope to complete the missions and measures phase early then move into discussions of FY 02 budgets based on how well agencies performed in the FY 00 and FY 01 budgets.

REPRESENTATIVE  
**BILL WILLIAMS**  
 Co-Chair  
 (907) 465-3424  
 Fax: (907) 465-3793

INTERIM ADDRESS  
 50 Front Street, Suite 203  
 Kotchikan, Alaska 99901  
 (907) 247-4627  
 Fax (907) 225-7157

Alaska State Legislature  
 House Finance Committee



State Capitol, Juneau, Alaska 99801-1182

REPRESENTATIVE  
**ELDON MULDER**  
 Co-Chair  
 (907) 465-2647  
 Fax: (907) 465-3518

INTERIM ADDRESS  
 716 W. 4th Avenue  
 Anchorage, Alaska 99501  
 (907) 269-0265  
 Fax: (907) 269-0264

**HOUSE FINANCE COMMITTEE BRIEFING**  
**Wednesday, January 10, 2001**

**TIME:**

1:30 (sharp) to 3:30 p.m. (longer if necessary)

If you must be absent or must leave, notify the Co-Chairmen as to your absence, when you will return and if possible, where you can be reached if needed for a vote or to establish a quorum. Members must be present to vote on passage of bills from Committee.

We ask that members please remain present in the Committee room to sign any Committee reports so staff does not have to track you down for a signature.

**RULES:**

Quorum necessary to vote or take any Committee action is six members. A quorum is the majority of the Committee membership of eleven.

If fewer than eleven members are present, motions to amend may be adopted by a majority of those present, but under no condition will the number of votes required for adoption of an amendment be less than five.

**SCHEDULING BILLS BEFORE THE COMMITTEE:**

(Memo attached)

**NOTICE REQUIREMENTS OF UNIFORM RULE 23(a):**

(Memo from Tam Cook is attached and secretaries have copies on file)

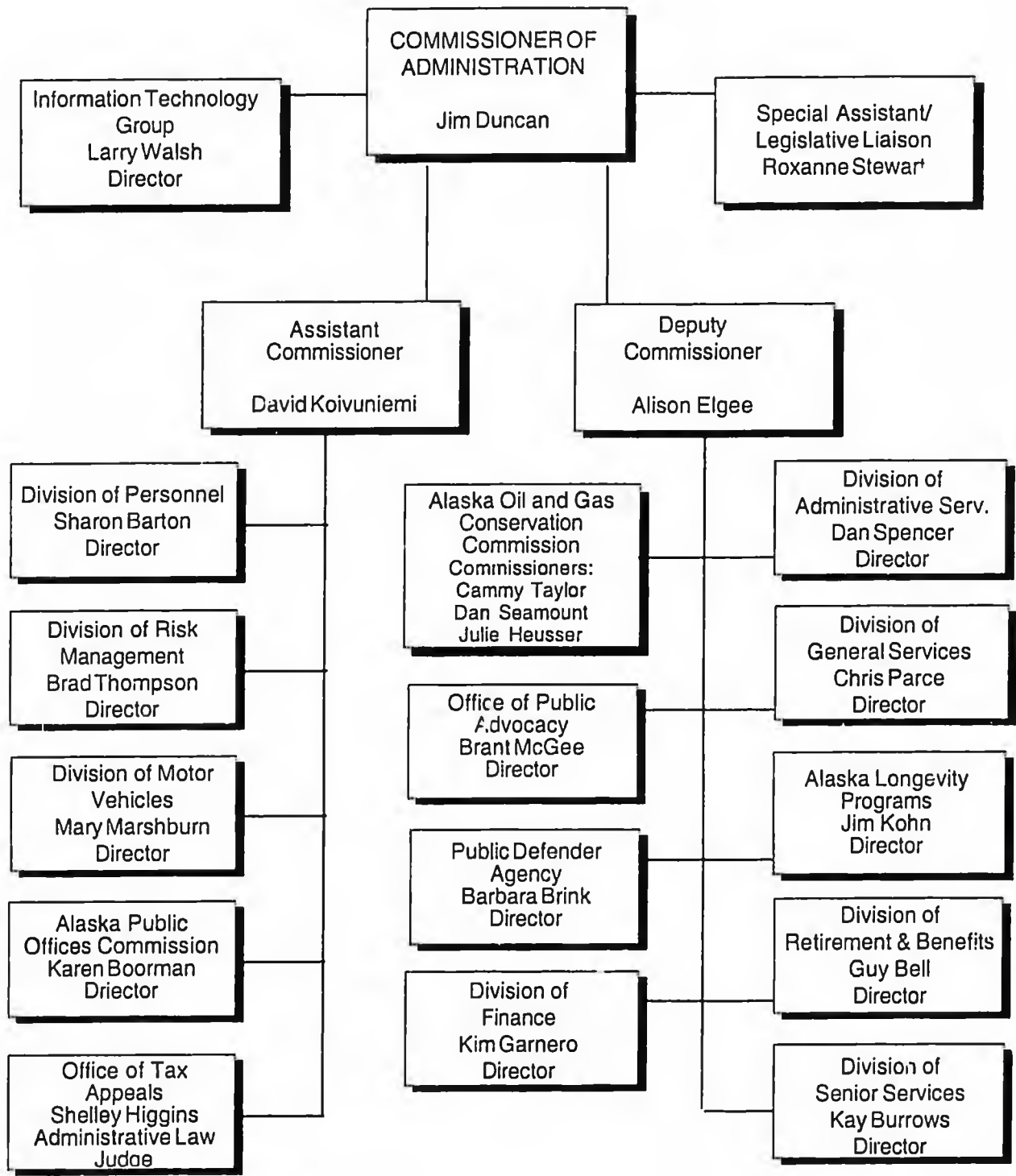
**Bills receiving at least one hearing in the House** prior to finance referral must be noticed on Thursday by 4:00 p.m. to be heard the following Monday.

**If HFC is first committee of referral**, a bill must be noticed on Wednesday to be heard the following Monday.

**Bills held over** will follow the Thursday rule noted above and if possible, will be reflected in the schedule under "<Bills previously heard>".

1/10/07

# Department of Administration



# Program Contacts

## DEPARTMENT MANAGEMENT

### Office of the Commissioner

Department Management: Jim Duncan, Alison Elgee,  
David Koivuniemi (465-2200)  
Legislative Liaison: Roxanne Stewart (465-2200)  
Telecommunications Information Council: Jim Duncan  
(465-2200)

### Administrative Services

General Information: Dan Spencer (465-2277)  
Budget: Eric Swanson (465-5654)  
DOA-IT: John Monagle (465-5768)  
Fiscal: Dave Blaisdell (465-5653)  
Human Resources: Bruce Cummings (465-5658)  
Payroll: Miki Cole (465-1364)  
APBC Grants: Loretta Withington (465-5643)  
Property: Jack Gregson (465-5656)  
Procurement: Jack Gregson (465-5656)

## SERVICES TO THE PUBLIC

### Alaska Longevity Programs

Longevity Bonus/Pioneers' Homes: James Kohn (465-4400)

### Alaska Oil and Gas Conservation Commission

General Information: Daniel T. Seamount, Jr. (793-1221)

### Alaska Public Offices Commission

General Information: Karen Boorman (276-4176)  
Campaign Finance: Chris Ellingson, Therese Bartlett  
(276-4176)  
Lobbying: Brooke Miles (465-4864)  
Personal Financial Disclosure: Nancy Freeman (276-4176)

### Motor Vehicles

General Information: Mary Marshburn (269-5559)  
Drivers Information: Kerry Hennings (269-3770)  
Field Office: Charles Hosack (269-5559)  
Administration/Budget: George Gaguzis (269-5559)

### Office of Public Advocacy

General Information: Brant McGee (269-3500)

### Office of Tax Appeals

Administrative Law Judge: Shelley Higgins (465-5641)

### Public Defender Agency

General Information: Barbara Brink (334-4400)

### Information Technology Group: Public Communications Services

General Information: Karen Morgan (465-5794)  
Alaska Public Broadcasting, Joint-Venture: Don Rinker  
(277-6300)

### Senior Services

Adult Protective Services: Dwight Becker (269-3674)  
Assisted Living Home Licensing: Gary Ward (269-3645)  
CHOICE Medicaid Home Care: Barbara Hendrickson (269-3662)  
Grants and Technical Assistance to Senior Services  
Providers: Jane Demmert (465-4879)

Long-Term Care Ombudsman: Jane Demmert (465-4879)  
Long-Term Care Services Unit: Barbara Hendrickson  
(269-3662)  
Personal Care Grants Admin: Susan Cook (269-3653)  
Alaska Commission on Aging: Jane Demmert (465-4879)

## SERVICES TO STATE AGENCIES

### Finance

General Information: Kim Garner (465-2240),  
Debbie Bump (465-5615)  
Accounting: Brenda Almlie (465-5614)  
Annual Financial Report: Joe Thomas (465-5616)  
Accounting Systems: Guy Warren (465-5602)  
Payroll Systems: Bill Diebels (465-5600)  
Payroll: Mark Minthorn (465-5599)  
Systems Administration & Security: Linda Murray (465-5603)  
W-2s/1099s: Jim Barnes (465-5590)

### General Services

General Information: Chris Parce (465-2250)  
Business Services & Central Mail: Eric King (465-5685)  
Facilities: Tanci Gantz (269-0300)  
Property: Jim Jobkar (257-9632)  
Purchasing: Vern Jones (465-5684)

### Information Technology Group

Division Management: Larry Walsh (465-2220)  
Computer Services: Jan Moyer (465-5789)  
Communication Services: Karen Morgan (465-5794)  
Fiscal Services: Charlene Morrison (465-5801)

### Personnel

ADA, FMLA, FLSA: David Stewart (465-4431)  
Training and Development: Rick Bohleber (465-4058)  
Classification: David Stewart (465-4431)  
Employee Programs: Nicki Neal (465-3849)  
Employee Records: Nicki Neal (465-3849)  
EEO Investigations: Dusty Rhodes (279-0287)  
Anchorage Office: Pat Dill (279-0298)  
Labor Relations: Sharon Barton (465-4430)  
Workplace Alaska: Nicki Neal (465-3849)  
Personnel Board: Doug Carson (465-4096)

### Retirement and Benefits

Deferred Compensation: Anselm Staack (465-5703)  
Group Health and Life Insurance: Janet Parker (465-4473)  
PERS/TRS Boards: Guy Bell (465-4460)  
Retiree Payroll: Anselm Staack (465-5703)  
Retirement Programs: Kathy Lea (465-5700)  
SBS Benefits: Janet Parker (465-4473)  
Supplemental Annuity Plan: Anselm Staack (465-5703)

### Risk Management

Property, Marine and General Insurance Issues: Scott Jordan  
(465-2183)  
Claims Administration: Vacant (465-5724)  
Workers' Compensation: Betty Johnson (465-2184)  
Legal Defense & Self-Insurance: Brad Thompson (465-2180)

## Department of Administration Functional Organization

DIVISION DIRECTOR AND PHONE NUMBER	SERVICES TO STATE AGENCIES	SERVICES TO THE PUBLIC	SERVICES INTERNAL TO THE DEPARTMENT
<b><u>DEPARTMENT MANAGEMENT</u></b>			
<b>Office of the Commissioner</b> Jim Duncan 465-2200	Telecommunications Information Council	Public Information	Department Management
<b>Administrative Services</b> Dan Spencer 465-2277		APBC Grants Procurement	Personnel, Fiscal, Payroll Property, Procurement, desktop IT support, Budget
<b><u>SERVICES TO THE PUBLIC</u></b>			
<b>Alaska Longevity Programs</b> James Kohn 465-4400		Pioneers' Homes Longevity Bonus	
<b>Alaska Oil and Gas Conservation Commission</b> Daniel Seamont, Jr. 793-1221	Collect, maintain, and analyze oil and gas exploration and production data	Regulate oil and gas drilling, production, and underground disposal of drilling waste	
<b>Alaska Public Offices Commission</b> Karen Boornas 276-4176		Regulation of: Campaign Disclosure Public Official Fin. Disclosure Lobbying Activity Disclosure	
<b>Motor Vehicles</b> Mary Marshburn 269-5559	Certified Records Expert Court Testimony Revenue Collection Treasury Receipt Accountability	Commercial Driver Licenses Driver Licenses Vehicle Registration Vehicle Titles Boat Registration Identification Cards Administrative Hearings Motor Vehicle Dealer Registration Municipal Tax Collection Insurance Driving Records Rural Alaska Mail-out Driver License Program Organ Donor Program Motor Voter Program Commercial Driving School Licensing Motor Vehicle Ownership Res. Snow Machine Registration Special Interest Plate Fee Collection and Disbursement	
<b>Office of Public Advocacy</b> Brant McGee 269-3500		Guardians ad litem Guardianship Services Legal Representation for Indigents	
<b>Office of Tax Appeals</b> Shelley Higgins 465-5641	Administrative Hearings	Impartial hearings in tax and other administrative appeals	Procurement and Longevity Bonus Hearings

## Department of Administration Functional Organization

DIVISION DIRECTOR AND PHONE NUMBER	SERVICES TO STATE AGENCIES	SERVICES TO THE PUBLIC	SERVICES INTERNAL TO THE DEPARTMENT
<b>Public Defender</b> Barbara Brink 334-4400		Legal Representation for Indigents	
<b>Senior Services</b> Kay Burrows 269-3666  Cristina Klein 269-3668  Jane Demmert Alaska Commission on Aging 465-4879	Manage long-term care functions for the Division of Medical Assistance State unit of aging for Federal Office on Aging	Grants to Senior Services Providers LTC Ombudsman Adult Protective Services Assisted Living Licensing CHOICE Home Care Waiver Personal Care Attendant Long-Term Care Unit Rural Long-Term Care Unit Alaska Medicare Info & Ref Serv. Quality Assurance	
<b>SERVICES TO STATE AGENCIES</b>			
<b>Finance</b> Kim Garnero 465-2240	Payroll Accounting Travel Policy Development Purchasing Card Management Electronic Vendor Payments Systems Management AKSAS and AKPAY Training Employee Services	Annual Financial Report 1099s, W-2s	
<b>General Services</b> Chris Parce 465-2250	Purchasing Property Control Leasing and Facilities Central Mailroom Services	Surplus State Property Sales Surplus Federal Property Asst. Vendor Lists Bid Offerings	
<b>Information Technology Group/Public Communications Services</b> Larry Walsh (ITG) 465-2220 Don Rinker (PCS) 277-6300	Computer Services Communication Services	Public Communications Services Grants and Technical Assistance to Public Radio/Television Grantees	
<b>Personnel</b> Sharon Barton 465-4430	Recruitment Classification and Pay EEOC and HRC Complaint Investigations Training and Development Personnel Board Labor Contract Administration Grievance Arbitration Labor Contract Negotiations	Recruitment	
<b>Retirement and Benefits</b> Guy Bell 465-4460	Group Health Insurance Retirement Programs SBS Benefits Supplemental Annuity Plan Deferred Compensation PERS/TRS Boards	Services to Political Subdivisions Retirement Programs SBS Benefits Group Health Insurance Deferred Compensation PERS/TRS Boards Supplemental Annuity Plan	
<b>Risk Management</b> J. Brad Thompson 465-2180	Property Insurance Workers' Compensation Tort Liability Protection	Claims Administration	Negotiate Insurance terms in all state contracts/ agreements

## **Department Mission Statement**

The mission of the Department of Administration is to:

- provide centralized management and technology services to state agencies;
- provide legal and advocacy services for indigent Alaskans;
- provide programs that promote the independence of Alaska's seniors;
- provide vehicle and boat licensing and registration.

## **FY2002 Major Goals and Strategies**

### **Continue to improve the level and quality of services provided directly to the public**

- The Pioneers' Homes will work to develop and optimize gerontological services for residents with Alzheimer's Disease and Related Disorders and provide long-term care to veterans
- Expand care plan counseling for seniors and adults with physical disabilities seeking long-term care.
- Continue expanding motor vehicle registration and licensing services available to the public through partnerships with private vendors.
- Improve Public Defender capabilities by reducing caseload and increasing technical and other support services.
- Improve guardian ad litem services for abused and neglected children by improving and expanding the use of volunteers.

### **Continue to pursue opportunities for efficiency, cost reduction, innovation, and effective delivery of state services and programs**

#### **Information Services**

- Create a modern, customer-focused enterprise information technology environment.
- Implement a telecommunications partnering plan with the private sector.
- Expand the delivery of state services through the integration of computing systems and Internet technology.
- Develop, enable, and support state agencies' efforts to conduct state business electronically.
- Work with the federal and local government agencies to deploy Phase One of an emergency radio communications system.

#### **Financial/Management**

- Design and implement an electronic commerce strategy and standard for statewide procurement and other transactions.
- Continue to work with the Administrative Solutions Team to improve the understanding of core administrative services issues affecting all state agencies.
- Develop and put in place programs to evaluate the use of electronic signatures.

## 2000-2001 Major Accomplishments

### SERVICES TO THE PUBLIC

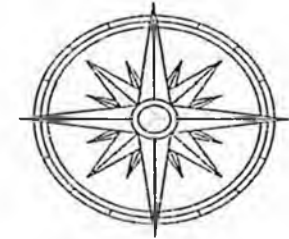
- **Motor Vehicles:** Implemented the first year of the boat registration program required by CH 28 SLA 00 (HB 108) which includes all boats previously subject to U.S. Coast Guard registration as well as all unpowered boats over ten feet long. Prepared all registration materials, computer program modifications, regulatory work, and public notifications for initial implementation with only six months lead time.
- **Senior Services:** Redesigned the independent Personal Care Attendant program to operate in an employment agency model.
- **Senior Services:** Improved turnaround time by 75 percent for Medicaid Waiver program ongoing cases.

### SERVICES TO STATE AGENCIES

- **Retirement and Benefits:** Selected a new third-party administrator contractor for the active employee and retiree health plans.
- **Information Technology Group:** Published a request for proposals (RFP) for a public/private telecommunications partnership that will significantly reduce unit costs to state agencies. A contract award is expected the second half of FY2001.
- **Facilities Management:** Implemented the public facilities fund and pilot program managing operations and maintenance of eight state-owned facilities in Anchorage, Fairbanks, and Juneau.
- **Facilities Management:** In addition to the pilot program, the Department of Administration began management of facilities maintenance for seven of the remaining nine state-owned facilities in Juneau.
- **Division of Finance:** Completed a two-year overhaul of the leave accounting system for the Alaska Marine Highway System.

# Department of Administration Office Locations

\*map is not to scale—for illustrative purposes only.



## DIVISIONS

Commissioner's Office  
Administrative Services  
Alaska Longevity Programs

Alaska Oil and Gas Conservation  
Commission

Alaska Public Offices Commission  
Finance  
General Services  
Information Technology Group  
Motor Vehicles

Office of Public Advocacy  
Office of Tax Appeals  
Personnel  
Public Defender Agency

Retirement and Benefits  
Risk Management  
Senior Services

## LOCATION

Juneau  
Juneau, Anchorage  
Anchorage, Fairbanks, Juneau,  
Ketchikan, Palmer, Sitka  
Anchorage  
Anchorage, Juneau  
Juneau  
Anchorage, Juneau  
Anchorage, Fairbanks, Juneau  
Anchorage, Bethel, Delta Junction,  
Elmendorf, Eagle River, Fairbanks,  
Glennallen, Haines, Homer,  
Juneau, Ketchikan, Kodiak, Nome,  
Palmer, Sitka, Soldotna, Valdez  
Anchorage, Fairbanks, Juneau  
Juneau  
Anchorage, Juneau  
Anchorage, Barrow, Bethel,  
Dillingham, Fairbanks, Juneau, Kenai,  
Ketchikan, Kodiak, Kotzebue, Nome,  
Palmer, Sitka  
Anchorage, Juneau  
Juneau  
Anchorage, Juneau, Fairbanks



## Department of Military and Veterans Affairs

### Mission

1. Provide military forces capable of ready operations
2. Provide for an organized response during emergencies and disasters
3. Train at risk juveniles
4. Coordinate Veterans Programs
5. Assist agencies in suppression of illegal drugs

### Office of the Commissioner

#### Measure: The percentage of divisions meeting performance standards

Current Status: All Divisions met performance standards but as you will see in the presentation some standards need additional clarification or benchmarking

#### Measure: The reductions in per unit costs in the department's divisions.

#### Current Status:

- None, whether units of people costs, units of administration or units of divisions

### Administrative Services

#### Measure: The cost of administrative services as compared to the total personnel costs for the department.

- **Current Status:** The division's statistics are FY 96, 9%; FY 97, 8%; FY 98, 9%; FY 99, 7%; FY 2000, 9%.

#### Measure: The number of late penalties for payroll payments and the average vendor payment time.

#### Current Status:

- The average vendor payment time for FY2000 was 19 days vs the standard of 30 days. We did not have any penalties for late payroll payments.

#### Measure: The number of audit exceptions.

#### Current Status:

- There were no audit exceptions in the last statewide financial audit

### Division of Emergency Services

#### Measure: Preparedness as measured by after action reports (added by the legislature)

**Current Status:**

- The Division of Emergency Services traditionally uses the after action reports to identify if improvements can be made to response efforts.
- The Y2K After Action Report pointed out a need for a cohesive and comprehensive training and exercise program for the SECC Staff and SECC Staff augmentees. As a result, a training and exercise program was approved by the Director. An existing vacancy is being converted to hire a full-time exercise emergency management specialist.
- The need for a Statewide Communications Plan was noted. A first draft of this plan was completed in the summer of CY 2000 and is being refined. The SECC Intelligence Coordinator is working on standardizing routine reports and briefings so that they meet State of Alaska needs as well as Federal Emergency Management Agency requirements. Several improvements to SECC Standard Operating Procedures have been completed such as a uniform information booklet for each position and additional modem lines for support agency liaison personnel. Several community response databases were developed for Y2K use and are continually being refined and updated during DES normal operations.

**Measure: Average time to close out disasters (added by the legislature)****Current Status**

- Over the last 10 years, the average time to close out federal and state disasters was 5 years. Our goal is 18 months for both federal and state.
- The Division of Emergency Services is placing a greater emphasis on closure of disasters. At the present time the Division is working with FEMA to close Southcentral Flood and Millers Reach. Closure will occur in the next few months. The Southcentral Flood occurred in 1995 and Miller's Reach in 1996, five and four years duration respectively. The 1999 Coastal Storm Avalanche disaster will be closed within an estimated 18 months.
- 18 Open disasters; oldest is nine years (1991). 13 State open an average of 4.8 years and 5 federal open an average of 3.8 years.
- The ability to close a disaster is impacted by legal issues, community action, reports, due, ADES inspections and appeals

**Measure: Number of person assisted (added by legislature)****Current Status:**

- On one level, the Division works with communities statewide to plan response to various types of threats. In addition, the Division maintains emergency alerts systems that benefit each citizen of the state. Evaluated at this level, the number of persons assisted would equal the population of the State. On another level, the Division, during an actual response to an event, assists each resident in the area that has been impacted and also the community in the disaster area. The number of times DES provided assistance throughout the state from efforts in training, planning and outreach was 4,325,068.

- The number of people assisted through specific disaster or emergency events was 92,037. This number includes people assisted in the Southcentral Gulf Coast Storm (SCGC), Western Alaska Fisheries Disaster and North Slope Storm. The amount of recovery assistance funds given to individuals was \$10.8 million.

**Measure: Number of lives saved or protected (revised from FY 2001 legislation)**

**Current Status:**

- The estimated number of lives saved or protected by the Division's activities in Alaska this last year was 106,000.

**Measure: Updates to the State Emergency Operation Plan.**

**Current Status:**

- The Division participated and assisted in the development of a working draft "Field Guide to Evacuation Planning and Implementation" for Incident Commanders to use at any event as needed. This coming year this guide will be finalized following the input from its actual use by various agencies. The Division also developed a draft of the State Emergency Communications Plan and will update this plan to incorporate upcoming changes from the Land Mobile Radio Project. A draft Donations Management Plan and a Community Relations Plan have been completed and distributed to State/federal agencies for input and will also be finalized this upcoming year. The Division has also completed the Weapons of Mass Destruction Plan Annex to the Model Community Plan that is available to all communities for their use.

## **Facilities Maintenance**

**Measure: The percentage reduction in accrued deferred maintenance projects (developed with the Legislature)**

**Current Status:**

- The Deferred Maintenance backlog is \$20.7 million (\$13.6 million Army Guard and \$7.1 million Air Guard) as of July 2000. (GF \$5.7 million, FF \$15.0 million)
- In FY 2001 to 12/2000, we reduced the backlog by 6%. However, \$9.9 million was added to the backlog as a result of our inventory of facilities. (GF \$1.3 million and Federal \$8.6 million) Net growth in backlog 48%. Backlog as of FY 2001 \$29.4 million of which \$6.8 is general fund and \$22.6 federal.
- With the \$1.4 million request for deferred maintenance funding, adequate money for preventative maintenance, and if our yearly inventory of facilities shows no additional growth in the backlog, DMVA will achieve a 5% reduction in the existing maintenance backlog. (\$1.4 million / 29.4 million)

**Measure: number of days lost due to facility-related accidents**

**Current Status:**

- DMVA lost no days due to facility related accidents.

**Measure: Expenditures and estimated cost savings related to energy efficiency measures (added by legislature)**

**Current Status:**

- Required to spend 2.5% of federal funding toward energy projects
- 10-30% increase in overall utility cost due to increases in fuel costs
- Experience with three Federal Scout armories before and after an upgrade to lighting systems shows a 12% reduction in Kilowatt usage, from 12,822 to 11,306 kilowatts for a one year period.

## **Alaska National Guard**

### **Measure: Military efficiency and readiness ratings (added by legislature)**

#### **Current Status:**

- The National Guard will meet its mission
- Military efficiency and readiness ratings are specified by the Department of Defense
- Alaska National Guard Readiness is based on evaluating personnel, equipment and training evaluated quarterly
- The Alaska National Guard has met its readiness standards

### **Measure: Average response time for emergencies (added by legislature)**

#### **Current Status:**

- Rescue Coordination Center for the Air Guard is a federally missioned and resourced program
- There are three response postures for the Air Guard: Short response, 30 minutes; medium, 1 hour 45 minutes; long 3 hours 30 minutes depending upon Air Force fighter operations.
- The Army Guard responds when municipal and state resources are exhausted, based on available manpower and equipment and the ability to muster the same

### **Measure: Number of persons assisted (added by legislature)**

#### **Current Status:**

- All 626,932 Alaskans and indirectly all US citizens are covered under the umbrella of the National Guard
- The National Guard from January to December 2000 flew 337 missions and saved 117 lives two of which were military the rest civilian
- In FY 00 the AK National Guard assisted 36,000 people through our Innovative Readiness Training program
- In FY 00 the AK Army National Guard conducted 110 UH-60 helicopter sorties using 140.2 hours @ 2000/hr for a cost of \$280.4, saved 46 lives and assisted in 8 others
- In FY 01 the AK National Guard has currently assisted 14,500 through our Innovative Readiness Training program
- In FY 01 the AK ARNG has currently flown 51 UH-60 helicopter sorties using 49 hours @ 2000/hr for a cost of \$98.0, and saved 18 lives and 11 Assists

### **Measure: The amount and value of property protected (added by legislature)**

#### **Current status:**

- Unable to quantify

## **Youth Academy**

**Measure: Graduates who receive a GED or reenter high school (added by legislature)**

**Current Status:**

- 68% of the 91 graduates from class 00-1 received a GED or reentered high school
- Nationwide average is 66%

**Measure: Students increasing English or math comprehension one grade level or more (added by legislature)**

**Current Status:**

- Out of the 91 graduates from Class 00-1, students on average increased English comprehension by 3.0 grade levels and math levels by 2.2
- The national average is 1.4 grade levels

**Measure: Enrollees who graduate from the program (added by legislature)**

**Current Status:**

- Of the 110 enrolled, 91 or 82.7% graduated from the 00-1 class
- Target graduation is 100 or 90.9% of those enrolled

**Measure: graduates in school or at work one year after graduation from the program (revised from legislature's FY 2000 version)**

**Current Status:**

- Classes 99-1 and 99-2 have completed their 12-month post residential after care program phase and have a 90.5% and 91.2% success rate respectively. Class 99-3 graduated the residential phase March 24, 2000, and Class 00-1 graduated the residential phase September 15, 2000. Both classes are in their post residential after care program phase and success rate statistics are not yet available.
- Nationwide average is 83%

## **Veterans Services**

**Measure: number of contacts with persons seeking information about veterans' benefits (added by legislature)**

**Current Status:**

- Since July 2000, more that 650 veterans have been visited

**Measure: number of trips to assist rural veterans (added by the legislature)**

**Current Status:**

- Since July 2000, 28 communities of which 17 are rural have been visited

**Measure: The monetary value of benefits obtained.** (developed with the Legislature)

**Current Status**

- During this past year, \$27.5 million (\$50 for every \$1 spent on the program) was secured for Alaskan veterans improving veterans' access to health care, housing and other services vital to their quality of life.
- Since July 2000, \$10,500,000 in veterans benefits has been recovered

DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES  
FY01 MISSIONS AND MEASURES PRESENTATION TO HOUSE FINANCE  
COMMITTEE

JANUARY 17, 2001

THANK YOU FOR INVITING ME TO PRESENT A REPORT ON THE PERFORMANCE OF THE DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES. THERE ARE VARIOUS WAYS TO DETERMINE HOW WELL AN AGENCY IS PERFORMING AND I WOULD LIKE TO DISCUSS THREE OF THOSE AREAS TODAY. FIRST, A REVIEW OF THE AWARDS RECEIVED BY THE DEPARTMENT AND SOME OF ITS EMPLOYEES; SECOND AN UPDATE ON THE DEPARTMENT'S RECENT PUBLIC OPINION SURVEY. AND FINALLY, A DISCUSSION OF THE PERFORMANCE MEASURES CONTAINED IN SB 281. I WILL BE VERY BRIEF SINCE THERE ARE 44 PERFORMANCE MEASURES FOR DOT&PF.

THE DEPARTMENT'S MISSION IS TO DEVELOP, OPERATE, MAINTAIN, AND MANAGE FACILITIES, VEHICLES, AND TRANSPORTATION MODES. WE ARE RESPONSIBLE FOR OVER 6,000 CENTERLINE MILES OF ROADS, 715 BRIDGES, 260 AIRPORTS PLUS 2 INTERNATIONAL AIRPORTS, 600 BUILDINGS, 81 HARBORS, 10 FERRIES, AND OVER 7,600 PIECES OF EQUIPMENT.

SO, HOW ARE WE DOING? I BELIEVE THAT BEING COMPARED TO OUR PEERS IN OTHER STATES IS AN EXCELLENT MEANS OF DETERMINING OUR PERFORMANCE. OVER THE PAST YEAR MANY NATIONAL AWARDS HAVE BEEN BESTOWED UPON DOT EMPLOYEES AND PROJECTS AND I'D LIKE TO TELL YOU ABOUT A FEW OF THEM:

- OUR BARROW DOT&PF EMPLOYEES RECEIVED THE PRESTIGIOUS BALCHEN POST AWARD FOR EXCELLENCE IN SNOW REMOVAL TECHNIQUES AND PRACTICES AT A SMALL HUB AIRPORT AND ANCHORAGE INTERNATIONAL AIRPORT RECEIVED THE AWARD FOR LARGE AIRPORTS,
- THE NORTHERN REGION OFFICE RECEIVED THE HISTORIC PRESERVATION AWARD FOR THEIR WORK ON THE KUSKALANA BRIDGE RE-CONSTRUCTION,
- SHARI HOWARD OF OUR FAIRBANKS RIGHT-OF-WAY OFFICE RECEIVED THE GOOD NEIGHBOR AWARD FOR MATERIAL SITE MANAGEMENT INVOLVING DNR LANDS,
- JOHN HORN AND STEVE HORN OF OUR CENTRAL REGION RECEIVED THE ANCHORAGE BEAUTIFICATION AWARD FOR LANDSCAPING IMPROVEMENTS AT THE RASPBERRY & JEWEL LAKE INTERSECTION
- THE WHITTIER TUNNEL PROJECT HAS WON 7 PRESTIGIOUS STATE AND NATIONAL AWARDS

- SOUTHEAST REGION'S CHILKAT EAGLE PRESERVE WON ONE OF 4 AASHTO NATIONAL AWARDS FOR THE BEST ENHANCEMENT PROJECTS IN THE USA.
- WE RECEIVED ALL AMERICAN ROAD STATUS FOR THE SEWARD HIGHWAY JOINING 15 OTHER ROADS IN THE USA TO ACHIEVE THIS NATIONAL RECOGNITION
- TOM MOSES, PROJECT MANAGER FOR THE WHITTIER TUNNEL PROJECT WAS HONORED BY THE AMERICAN ASSOCIATION OF STATE HIGHWAY TRANSPORTATION OFFICIALS (AASHTO) WITH THE PRESIDENT'S AWARD FOR HIGHWAYS – THE HIGHEST HIGHWAY ENGINEERING AWARD IN THE NATION.
- ON THE NATIONAL FRONT, I AM CURRENTLY THE PRESIDENT OF THE WESTERN ASSOCIATION OF STATE HIGHWAY OFFICIALS (18 STATES WEST OF THE MISSISSIPPI RIVER), CHAIRMAN OF THE AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIAL'S STANDING COMMITTEE ON HIGHWAYS (WHICH SETS THE TECHNICAL STANDARDS FOR ALL HIGHWAYS IN THE US), AND ONE OF TWO U.S. VOTING MEMBERS ON THE INTERNATIONAL ROAD CONGRESS.

BY THE WAY, WE WERE SUCCESSFUL IN WINNING THE 2002 AASHTO ANNUAL MEETING FOR ANCHORAGE AND IN OCTOBER 2002 APPROXIMATELY 2000 DELEGATES FROM ALL 50 STATES WILL BE IN ANCHORAGE FOR THE 5-DAY MEETING.

ALASKA SHOULD BE PROUD OF THE ACCOMPLISHMENTS OF ITS DOT EMPLOYEES. WE CAN COMPETE WITH ANY DOT IN THE NATION AND I'M PROUD TO BE THEIR COMMISSIONER.

HOW OUR CUSTOMERS VIEW US IS A SECOND MEASURE OF OUR PERFORMANCE. THIS PAST FALL WE UPDATED A CUSTOMER SATISFACTION SURVEY WE COMPLETED 2 YEARS AGO. I AM HAPPY TO SAY THAT THE DEPARTMENT HAS IMPROVED OVER THE PAST 2 YEARS – SOME OF THE RESULTS ARE:

- MORE ALASKANS FEEL THAT THEIR AREA OF THE STATE IS BEING TREATED FAIRLY IN TRANSPORTATION FUNDING THAN IN 1998, 59% TO 51%.
- SATISFACTION WITH OVERALL CONDITION OF ROADS AND HIGHWAYS INCREASED FROM 52% IN 1998 TO 69% IN 2000.
- 87% OF THOSE WHO USE OUR RURAL AIRPORTS ARE SATISFIED WITH THEIR OVERALL CONDITION COMPARED TO 68% IN 1998.
- OF THOSE WHO RIDE OUR FERRIES AT LEAST ONCE A YEAR, 78% WERE SATISFIED WITH THE FERRY SYSTEM, COMPARED TO 67% IN 1998. IF YOU INCLUDE ALL USERS, NOT JUST THOSE WHO TRAVEL THE SYSTEM REGULARLY, 85% WERE SATISFIED WITH THE FERRIES.
- THOSE WHO USE BICYCLE AND WALKING TRAILS WERE ALSO MORE SATISFIED – 68% IN 1998, 89% IN 2000.

THE SURVEY DID INDICATE SOME AREAS OF CONCERN .

- ONLY 7% OF ALASKANS HAVE EVER PARTICIPATED IN THE DOT&PF PLANNING PROCESS.
- ONLY 18% HAD KNOWLEDGE OF THE STIP.
- ONLY 21% WERE AWARE OF OUR REGIONAL PLANNING ACTIVITIES.

WE NEED TO IMPROVE IN THOSE AREAS BY INCREASING PUBLIC AWARENESS OF OUR PROGRAMS.

I WILL NOW ADDRESS THE PERFORMANCE MEASURES FROM SB 281.

**THE PERCENTAGE OF DIVISIONS THAT REACH ASSIGNED PERFORMANCE MEASURES.**

ALL DIVISIONS ARE TRACKING LEGISLATIVELY ASSIGNED PERFORMANCE MEASURES. WE HAVE NOT DETERMINED HOW TO MEASURE THE PERCENTAGE BUT WILL PROVIDE THAT INFORMATION NEXT YEAR.

**THE PERCENTAGE OF STATE NATIONAL HIGHWAY SYSTEM LANE MILES OF ROAD THAT MEET STANDARDS OF THE AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS AFTER 5 YEARS OF A CONCERTED EFFORT TO MODERNIZE THE NATIONAL HIGHWAY SYSTEM (NHS) ROUTES IN ALASKA, THERE ARE 1,424 MILES (70%) OF THE NHS THAT MEET NATIONAL STANDARDS AND 615 MILES (30%) [INCLUDING MUCH OF THE DALTON HIGHWAY] WHICH DO NOT**

MEET THESE STANDARDS. SIGNIFICANT PROGRESS HAS BEEN MADE ON THE STERLING, SEWARD, GLENN, PARKS, DALTON, AND OTHER MAJOR HIGHWAYS IN RECENT YEARS AND THIS PROGRESS WILL CONTINUE INTO NEXT YEAR.

**THE PERCENTAGE OF REQUESTED ENGINEERING FIRM AUDITS AND DESK REVIEWS COMPLETED IN THE PREVIOUS FISCAL YEAR**  
DURING FISCAL YEAR 2000, INTERNAL REVIEW RECEIVED REQUESTS FOR AND COMPLETED 50 ENGINEERING FIRM AUDITS OR DESK REVIEWS. THEY ARE TO BE COMPLIMENTED.

**THE PERCENTAGE OF REQUIRED COMPLIANCE REVIEWS FOR RESPONSIVENESS TO DISADVANTAGED BUSINESS ENTERPRISE AND ON-THE-JOB TRAINING CONTRACT REQUIREMENTS COMPLETED.**  
130% OF REQUIRED COMPLIANCE REVIEWS WERE COMPLETED. THE CIVIL RIGHTS OFFICE IS ANNUALLY TASKED BY FHWA WITH COMPLETING 10 CONTRACT COMPLIANCE REVIEWS. 13 REVIEWS HAVE BEEN INITIATED AND COMPLETED SO FAR THIS YEAR. THEY HAVE DONE AN OUTSTANDING JOB.

**WHETHER THE DEPARTMENT COMPLETES THE ENVIRONMENTAL IMPACT STATEMENT PHASE ON THE KETCHIKAN AIRPORT ACCESS BY DECEMBER 31, 2001.**

WORK IS PROGRESSING ON THE EIS WITH ALTERNATIVES IDENTIFIED.  
THE DECEMBER 31, 2001 COMPLETION IS CURRENTLY ATTAINABLE.

**THE PERCENTAGE OF COST-EFFECTIVE PRIVATE MAINTENANCE  
CONTRACTS AT NON-CERTIFIED AIRPORTS COMPARED TO THE TOTAL  
NUMBER OF NON-CERTIFIED AIRPORTS;**

THE DEPARTMENT HAS 192 NON-CERTIFICATED AIRPORTS. THE  
MAINTENANCE AND OPERATIONS OF 134 IS CONTRACTED TO PRIVATE  
FIRMS OR INDIVIDUALS. 70% OF OUR NON-CERTIFIED AIRPORTS ARE  
MAINTAINED BY PRIVATE CONTRACTORS.

MOST OF THE NON-CERTIFIED AIRPORTS MAINTAINED BY DOT&PF (58)  
ARE LOCATED NEXT TO HIGHWAYS. OUR HIGHWAY CREWS ARE VERY  
COST EFFECTIVE IN MAINTAINING THE AIRPORTS AND I DON'T SEE THAT  
CHANGING.

**WHETHER THE DEPARTMENT MAINTAINS THE 100 PERCENT PASS  
LEVEL OF ANNUAL FEDERAL AIRPORT CERTIFICATION INSPECTIONS  
FOR RESPONSE AND SAFETY STANDARDS SET OUT IN FEDERAL  
AVIATION REGULATIONS;**

THE FEDERAL AVIATION ADMINISTRATION (FAA) INSPECTS CERTIFICATED  
AIRPORTS AT LEAST ANNUALLY TO MAKE SURE THEY ARE BEING

OPERATED SAFELY. 100% OF OUR AIRPORTS PASSED CERTIFICATION INSPECTION. (26 AIRPORTS)

**WHETHER THE DEPARTMENT ACHIEVES A 5% ANNUAL INCREASE IN CARGO LANDINGS AT THE INTERNATIONAL AIRPORTS MEASURED ON A THREE-YEAR ROLLING AVERAGE**

AT THE TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT THE FY 00 CARGO LANDINGS VS. FY 99 LANDINGS SHOWED A GROWTH RATE OF 12.7%. THE 3-YEAR ROLLING AVERAGE FOR ANCHORAGE REFLECTS A GROWTH RATE OF 6.9%.

FAIRBANKS INTERNATIONAL AIRPORT HAS ACHIEVED A THREE-YEAR ROLLING AVERAGE OF 5% IN CARGO LANDING GROWTH.

**WHETHER THE DEPARTMENT COMPLETES THE GATEWAY ALASKA  
TERMINAL REDEVELOPMENT PROJECT BY SEPTEMBER 1, 2004;  
WE HAVE EXPERIENCED DELAYS DUE TO STRUCTURAL DESIGN PROBLEMS  
ON THE NEW TERMINAL BUT THE TOTAL PROJECT COMPLETION DATE OF  
SEPTEMBER 1, 2004 IS STILL ATTAINABLE. REMAINDER OF PROJECT IS  
GOING WELL.**

**THE PERCENTAGE OF AIRPORT DEVELOPMENT MASTER PLANS THAT  
ARE COMPLETED AND AIRPORT LAYOUT PLANS THAT ARE ADOPTED  
BY REGION.**

AIRPORT LAYOUT PLANS (ALPS) ARE THE DRAWINGS THAT DEPICT  
EXISTING CONDITIONS AND THE ULTIMATE DEVELOPMENT THAT IS  
PLANNED AT AN AIRPORT. NORTHERN REGION HAS 96% OF THEIR  
AIRPORT LAYOUT PLANS APPROVED (98 OUT OF 102). CENTRAL REGION  
HAS 70% OF THEIR AIRPORT LAYOUT PLANS APPROVED (81 OUT OF 115)  
AND SOUTHEAST REGION HAS AIRPORT LAYOUT PLANS APPROVED FOR  
100% OF THEIR AIRPORTS.

**WHETHER THE DEPARTMENT MAINTAINS OR REDUCES THE NET  
VALUE OF FACILITIES DEFERRED MAINTENANCE PROJECTS  
ANNUALLY WITH LEGISLATIVE APPROPRIATION SUPPORT.**

- THE DEPARTMENT RECEIVED A TOTAL OF \$800,000 IN FY01 FOR MAINTENANCE OF ALL OF THE STATE-OWNED FACILITIES THE DEPARTMENT IS RESPONSIBLE FOR MAINTAINING.

THE ACCUMULATED DEFERRED MAINTENANCE BACKLOG HAS INCREASED 14% IN THE PAST TWO YEARS. THE ESTIMATED DEFERRED MAINTENANCE NEED, INCLUDING ADA, IS NOW IN EXCESS OF \$52 MILLION SIGNIFICANT DETERIORATION OF OUR PUBLIC FACILITIES CONTINUES.

**THE PERCENTAGE OF FACILITY MECHANICAL SYSTEMS THAT PASS SAFETY INSPECTIONS EACH YEAR;**

100% OF OUR MECHANICAL SYSTEMS HAVE PASSED SAFETY INSPECTIONS DURING THE PAST YEAR.

**THE PERCENTAGE OF RURAL AIRPORT LEASES THAT ARE RENEWED OR NEWLY LEASED AT FAIR MARKET VALUE DURING THE FISCAL YEAR.**

WHEN THE NEW TITLE 17 AIRPORT REGULATIONS ARE IMPLEMENTED LATER THIS SPRING, WE WILL BE ABLE TO BEGIN GRADUALLY INCREASING LEASE RATES TOWARD FAIR MARKET VALUE.

**THE TRANSFER OF STATE-OWNED PORTS AND HARBORS TO LOCAL CONTROL WITH LEGISLATIVE APPROPRIATION SUPPORT.**

LAST YEAR THE LEGISLATURE PASSED BOND FUNDING FOR THE TRANSFER OF SOME HARBORS IN CH 130. COMMUNITIES INCLUDED ARE: KLAWOCK, SELDOVIA, CORDOVA, VALDEZ, WHITTIER, KETCHIKAN, SITKA, PETERSBURG, AND NOME. NO COMMUNITY HAS TAKEN ADVANTAGE OF THIS LEGISLATION AND ALL HAVE INDICATED THAT THE TERMS OF THE BONDING ARE NOT SATISFACTORY. NO TRANSFERS OCCURRED THROUGH THIS APPROPRIATION.

**THE NUMBER OF MILES OF GRAVEL ROADS THAT ARE SURFACED WITH CHIP SEAL, HOT MIX, OR HIGH FLOAT ASPHALT FOR THE FIRST TIME, REPORTED REGIONALLY**

THE NUMBER OF CENTERLINE MILES OF GRAVEL ROAD SURFACED WITH CHIP SEAL, HOT MIX OR HIGH FLOAT ASPHALT FOR THE FIRST TIME DURING FY00 IS:

	TOTAL
CENTRAL REGION	103.0
NORTHERN REGION	49.0
SOUTHEAST REGION	5.0
TOTAL	157.0

**THE PERCENTAGE OF HIGHWAY AND AIRPORT LANE MILES PER FULL-TIME-EQUIVALENT EMPLOYEE COMPARED TO THE AVERAGE OF MEMBER STATES OF THE WESTERN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS.**

NORTHERN REGION MAINTAINS HIGHWAY AND AIRPORT LANE MILES WITH 42.1 LANE MILES PER FULL TIME EQUIVALENT POSITION.

SOUTHEAST REGION AVERAGES 35.3 HIGHWAY AND AIRPORT LANE MILES PER FULL TIME EQUIVALENT. CENTRAL REGION MAINTAINS HIGHWAY AND AIRPORT LANE MILES WITH AN AVERAGE OF 37 LANE-MILES PER FTE POSITION. THE DOT&PF AVERAGE IS 38.1 LANE MILES PER FTE POSITION.

THIRTEEN OF THE WESTERN STATES AVERAGED 21.7 LANE MILES PER FULL TIME EQUIVALENT POSITION.

THE DIFFERENCE BETWEEN ALASKA 38.1 AND THE WASHTO AVERAGE 21.7 REFLECTS THE REDUCTION OF ALASKAN HIGHWAY MAINTENANCE PERSONNEL OVER THE LAST 10 YEARS.

**THE NUMBER OF MILES OF ROAD MAINTENANCE FOR WHICH RESPONSIBILITY IS TRANSFERRED TO LOCAL GOVERNMENTS.**

IN FY00 22.6 LANE MILES OF ROAD MAINTENANCE RESPONSIBILITY WAS TRANSFERRED TO LOCAL GOVERNMENTS.

MATSU - 7.3

FAIRBANKS - 7.5

KENAI - 2.3

WRANGELL - 2.

JUNEAU - 3.5

**WHETHER THE DEPARTMENT FULLY IMPLEMENTS THE  
MAINTENANCE MANAGEMENT SYSTEM STATEWIDE BY JUNE 30, 2003.**  
THE DEPARTMENT WILL IMPLEMENT A MAINTENANCE MANAGEMENT  
SYSTEM THAT WILL ESTABLISH SPECIFIC MAINTENANCE CRITERIA WITH  
DEFINED SERVICE LEVELS AND ASSOCIATED COSTS.

A CONSULTANT WAS HIRED TO DETERMINE THE APPROACH AND SCOPE  
OF A MAINTENANCE MANAGEMENT SYSTEM (MMS). IT IS ENVISIONED  
THAT THE MMS WILL BE IMPLEMENTED IN A PHASED MULTI-YEAR  
APPROACH STARTING IN 2001 AND COMPLETING IN 2003.

**WHETHER 80 PERCENT OF THE FLEET WET RENTALS ARE RETURNED  
TO THE DIVISION AS SCHEDULED FOR PREVENTIVE MAINTENANCE ON  
OR BEFORE JUNE 30, 2001**

REGIONAL TOTALS ARE AS FOLLOWS:

SOUTHEAST 44%

CENTRAL 56%

NORTHERN 90%

**THE AVERAGE DOWN TIME FOR LIGHT DUTY, ACTIVELY USED  
EQUIPMENT IN URBAN AREAS;**

STATE EQUIPMENT FLEET HAS JUST STARTED TO TRACK DOWNTIME FOR LIGHT DUTY VEHICLES IN URBAN AREAS. WE DO NOT HAVE ACTUAL STATISTICS AT THIS TIME BUT WILL BE ABLE TO PRESENT ACTUAL NUMBERS NEXT YEAR.

**THE NUMBER OF LOCATIONS OF THE STATE EQUIPMENT FLEET WHOSE RATES ARE EQUAL TO OR LESS THAN THE RENTAL RATES PUBLISHED IN INDUSTRY GUIDE BOOKS.**

SEF HAS COMPLETED THE COMPARISON OF THE FY2001 RENTAL RATES WITH THE CURRENT RENTAL RATE BLUE BOOK FOR CONSTRUCTION EQUIPMENT. A TOTAL OF 862 VEHICLES IN 76 EQUIPMENT CLASSES WERE INCLUDED IN THE STUDY. IN ALL REGIONS SEF RATES WERE LOWER THAN THOSE IN THE BLUE BOOK. THE SEF RATES RANGED FROM LESS THAN 10% TO 86% OF THE BLUE BOOK RATES, WITH A STATEWIDE AVERAGE OF 39%.

**WHETHER THE AVERAGE TIME FOR PAYMENT TO VENDORS IS 29 DAYS OR LESS;**

OVER THE PAST THREE YEARS THE DEPARTMENT HAS MAINTAINED AN AVERAGE OF 24 DAYS FOR PAYMENT TO VENDORS. THROUGH THE FIRST QUARTER OF FY01 THE DEPARTMENT IS CONTINUING TO MAINTAIN A 24 DAY AVERAGE FOR PAYMENTS.

**HOW LONG IT TAKES THE DIVISION TO PROCESS A PURCHASE  
REQUEST BEFORE THE ORDER IS PLACED.**

THE DOT&PF PROCESSES ABOUT 1,700 PURCHASE REQUESTS A MONTH  
WITH A TOTAL OF 6,350 LINE ITEMS. THAT EQUATES TO A WORKLOAD OF  
20,400 PURCHASES A YEAR CONSISTING OF 86,200 LINE ITEMS.

PROCESSING TIME INFORMATION IS CURRENTLY BEING COLLECTED FOR  
FY 01 AND WILL BE PRESENTED NEXT YEAR.

**THE PERCENTAGE OF PROTEST AND CLAIM DECISIONS OF THE  
DEPARTMENT OVERTURNED BY THE COURTS DURING THE FISCAL  
YEAR.**

DURING FY2000, THERE WERE FOUR DOT&PF CLAIM APPEALS THAT WERE  
EITHER ALREADY IN OR MADE THEIR WAY TO THE ALASKA COURTS.  
NONE OF THESE CASES WERE FINALIZED IN FY2000.

**THE PERCENTAGE REDUCTION IN PAYROLL CALCULATION ERRORS.**  
THE ADMINISTRATIVE SERVICES DIVISION HAS JUST BEGUN TRACKING  
THE EXTENT OF PAYROLL CALCULATION ERRORS. THE COMPLEXITY OF  
MANY OF THE LABOR AGREEMENTS CREATES PROBLEMS. WE WILL  
REPORT ON THIS ITEM NEXT YEAR.

**COMMERCIAL VEHICLE SAFETY INSPECTIONS PER FULL-TIME-  
EQUIVALENT EMPLOYEE OF THE DIVISION;**

DURING FY2000, ACTUAL PERFORMANCE WAS 145.54 INSPECTIONS PER FULL-TIME-EQUIVALENT EMPLOYEE COMPARED TO 109.81 PER FULL-TIME-EQUIVALENT EMPLOYEE IN FY99.

**WEIGHING AND MEASURING DEVICE INSPECTIONS CONDUCTED PER FULL-TIME-EQUIVALENT EMPLOYEE OF THE DIVISION.**

DURING FY2000 THERE WERE A TOTAL OF 14,813 WEIGHING AND MEASURING DEVICES INSPECTED FOR A TOTAL OF 1,481 INSPECTIONS CONDUCTED PER FULL-TIME-EQUIVALENT EMPLOYEE OF THE DIVISION. THIS COMPARES TO 1,397 INSPECTIONS CONDUCTED PER FULL-TIME-EQUIVALENT EMPLOYEE IN FY99. OUR GOAL IS 1500.

**THE PERCENTAGE OF FEDERAL HIGHWAY FUNDS OBLIGATED IN THE PREVIOUS FEDERAL FISCAL YEAR;**

100% OF FEDERAL HIGHWAY FUNDS WERE OBLIGATED THIS YEAR. THE DEPARTMENT'S PERFORMANCE PLACED THE STATE IN A POSITION TO RECEIVE AN ADDITIONAL \$1.5 MILLION IN FUNDING FROM THE FEDERAL HIGHWAY ADMINISTRATION. THE ADDITIONAL FUNDS WERE AVAILABLE BECAUSE OTHER STATES WERE UNABLE TO OBLIGATE THEIR FULL ALLOCATION OF FEDERAL-AID.

**THE PERCENTAGE OF PROJECTS IN THE CAPITAL BUDGET THAT HAVE BEEN DESIGNED AND BID IN THE YEAR PROGRAMMED.**

THIS MEASUREMENT DOES NOT ADEQUATELY REFLECT OUR  
PERFORMANCE IN PROJECT DESIGN AND SHOULD BE ELIMINATED.

**THE PERCENTAGE OF TOTAL PROJECT COSTS SPENT ON PROJECT  
DEVELOPMENT;**

14% OF TOTAL PROJECT COSTS WERE SPENT ON PROJECT DEVELOPMENT  
IN FY 2000.

**THE PERCENTAGE DIFFERENCE BETWEEN FINAL PROJECT ESTIMATES  
AND CONSTRUCTION BIDS;**

WE HAVE RECENTLY IMPLEMENTED A SYSTEM WHICH WILL PROVIDE  
THIS INFORMATION. WE WILL REPORT ON RESULTS NEXT YEAR.

**WHETHER THE DEPARTMENT IS SUCCESSFUL IN REQUIRING PRIVATE  
CONTRACTORS PERFORMING DESIGN AND ENGINEERING SERVICES  
FOR THE STATE TO REPORT ON THE SAME MEASURES;**

PRIVATE CONTRACTORS ARE REPORTING PERFORMANCE MEASURES AND  
THEY ARE INCLUDED IN THE DEPARTMENT'S REPORT.

**THE PERCENTAGE OF THE DESIGN AND ENGINEERING WORK OF THE  
DIVISION THAT WAS PERFORMED BY PRIVATE CONTRACTORS**

55% OF THE DESIGN AND ENGINEERING WORK WAS PERFORMED BY  
PRIVATE CONTRACTORS. THIS IS IN LINE WITH THE RECENTLY RELEASED

NATIONAL TRANSPORTATION RESEARCH BOARD REPORT #277 ON THE  
OUTSOURCING OF DEPARTMENT OF TRANSPORTATION DESIGN WORK  
WHICH RECOMMENDS THAT THE OPTIMAL PROGRAM IS A BALANCE OF  
ONE-HALF IN-HOUSE AND ONE-HALF CONSULTANT DESIGNS.

**THE NUMBER OF PLANNED PROJECTS THAT ARE IMPLEMENTED AS A  
PERCENTAGE OF THE NUMBER PROPOSED;**

AROUND \$500 MILLION IS COMPLETED EACH YEAR OR 6.6% OF AN  
APPROXIMATE \$7.5 BILLION NEEDS LIST. THE NEEDS LIST IS DEFINED BY  
THE STATE, BOROUGH, AND LOCAL COMMUNITIES. IMPROVEMENT OF  
OUR ABILITY TO CONSTRUCT A LARGER PART OF THE CURRENT NEED  
WILL DEPEND ON AVAILABILITY OF ADDITIONAL STATE OR FEDERAL  
TRANSPORTATION FUNDING.

**THE PERCENTAGE OF REQUIRED FEDERAL PLANNING,  
PROGRAMMING, AND DATA COLLECTION COMPLETED AND ACCEPTED  
BY THE UNITED STATES DEPARTMENT OF TRANSPORTATION ON A  
FEDERAL FISCAL YEAR BASIS.**

100% - THE DEPARTMENT HAS NEVER FAILED IN OBLIGATING ITS FEDERAL  
FUNDING.

**THE NUMBER OF HIGHWAY DEATHS PER YEAR.**

THE 2000 YEAR STATISTICS WON'T BE AVAILABLE FOR ANOTHER 2-3 MONTHS.

**THE PERCENTAGE OF THE TOTAL CONSTRUCTION COSTS THAT WERE SPENT ON CONTRACT ADMINISTRATION;**

THE PERCENTAGE OF CONTRACT ADMINISTRATION COSTS DURING FY00 WAS AS FOLLOWS:

	HIGHWAYS	AVIATION
CENTRAL REGION	18%	13%
NORTHERN REGION	18%	18%
SOUTHEAST REGION	19%	19%

**THE PERCENTAGE OF THE TOTAL CONSTRUCTION COSTS THAT WERE SPENT ON CHANGE ORDERS.**

THE PERCENTAGE OF CHANGE ORDER COSTS DURING FY00 WAS AS FOLLOWS:

	HIGHWAYS	AVIATION
CENTRAL REGION	6%	5%
NORTHERN REGION	6%	10%
SOUTHEAST REGION	8%	8%

**THE PERCENTAGE OF TIMES THAT THE MARINE HIGHWAY VESSELS  
DEPART ON TIME;**

FOR THE 12-MONTH PERIOD ENDING JUNE 30, 2000, THE FLEET HAD A 77%  
ON-TIME DEPARTURE RATE. THIS RATE VARIES BETWEEN VESSEL AND  
ROUTE FROM A LOW OF 65% TO A HIGH OF 90%.

**THE REVENUE PER RIDER MILE DIVIDED BY THE OPERATIONAL COSTS  
PER RIDER MILE;**

THE RATIO OF MARINE HIGHWAY REVENUE PER RIDER MILE TO COST PER  
RIDER MILE FOR FY 00 WAS .51. THE WASHINGTON STATE FERRY SYSTEM  
REPORTS A RATIO OF .60 AND THE BRITISH COLUMBIA FERRY  
CORPORATION REPORTS A RATIO OF .81. THEIR COST PER RIDER MILE IS  
ABOUT THE SAME AS THE ALASKA MARINE HIGHWAY SYSTEM'S, BUT  
THEIR REVENUES PER MILE IS MUCH HIGHER.

IN FY00, FUEL PRICES INCREASED 50% DRIVING THE COST PER RIDER MILE  
UP 17%.

**THE TOTAL RIDERSHIP, INCLUDING PASSENGERS AND VEHICLES,  
COMPARED TO THE FIVE-YEAR RIDERSHIP AVERAGE;**

THE FIVE-YEAR RIDERSHIP AVERAGE FOR PASSENGERS HAS BEEN 359,068,  
WHILE FOR VEHICLES IT HAS BEEN 101,819. RIDERSHIP FOR BOTH  
PASSENGERS AND VEHICLES INCREASED ABOUT 1% IN FY 2000 TO 362,566

AND 103,212 RESPECTIVELY. WE ANTICIPATE A RIDERSHIP DECLINE IN FY 2001 DUE TO THE COLUMBIA BEING OFF LINE FOR THE SUMMER BECAUSE OF FIRE DAMAGE.

**THE AVERAGE ONBOARD REVENUE PER PASSENGER, INCLUDING CABIN OCCUPANCY, FOOD, BEVERAGE, AND OTHER SOURCES OF REVENUE;**

THE ONBOARD SALES PER PASSENGER DECLINED SLIGHTLY IN FY 00. THIS WAS PRIMARILY DUE TO PEOPLE TAKING SHORTER TRIPS, THUS SPENDING LESS ON FOOD AND ENTERTAINMENT. THE THREE-YEAR AVERAGE PER PASSENGER HAD BEEN \$21.49. IN FY 00 THE AVERAGE WAS \$20.89.

**OUR LAST MEASURE IS THE PERCENTAGE OF PERSONS SERVED BY THE ALASKA MARINE HIGHWAY SYSTEM WHO ARE SATISFIED CUSTOMERS.** AS PART OF THE MCDOWELL STUDY IT WAS FOUND THAT OVERALL CUSTOMER SERVICE BY THE MARINE HIGHWAY SYSTEM WAS RATED VERY GOOD BY 75% OF ITS CUSTOMERS WITH ONLY 2% GIVING POOR RATINGS. THIS CORRESPONDS CLOSELY WITH THE SATISFACTION SURVEY MENTIONED PREVIOUSLY.

2000 WAS A GOOD YEAR FOR DOT. WE RECEIVED OVER \$80 MILLION IN EXTRA FEDERAL FUNDING WHICH REQUIRED NO STATE MATCH. \$30 MILLION OF THOSE FUNDS WILL BE SPENT ON THE DALTON HIGHWAY

AND \$50 MILLION FOR AN INTERCHANGE AT THE INTERSECTION OF THE PARKS AND GLENN HIGHWAYS. THANKS TO THE FHWA ALLOWING US TO USE \$20 PLUS MILLION OF OUR FEDERAL DOLLARS FOR MAINTENANCE, OUR ROADS ARE IN BETTER SHAPE NOW THAN THEY HAVE BEEN FOR YEARS. 2001 IS A BIG YEAR FOR US AND WE WILL CONTINUE TO IMPROVE OUR QUALITY AND COST EFFECTIVENESS. THE EMPLOYEES OF DOT&PF ARE DOING A GREAT JOB!!

THANK YOU AND I'LL NOW TAKE QUESTIONS.

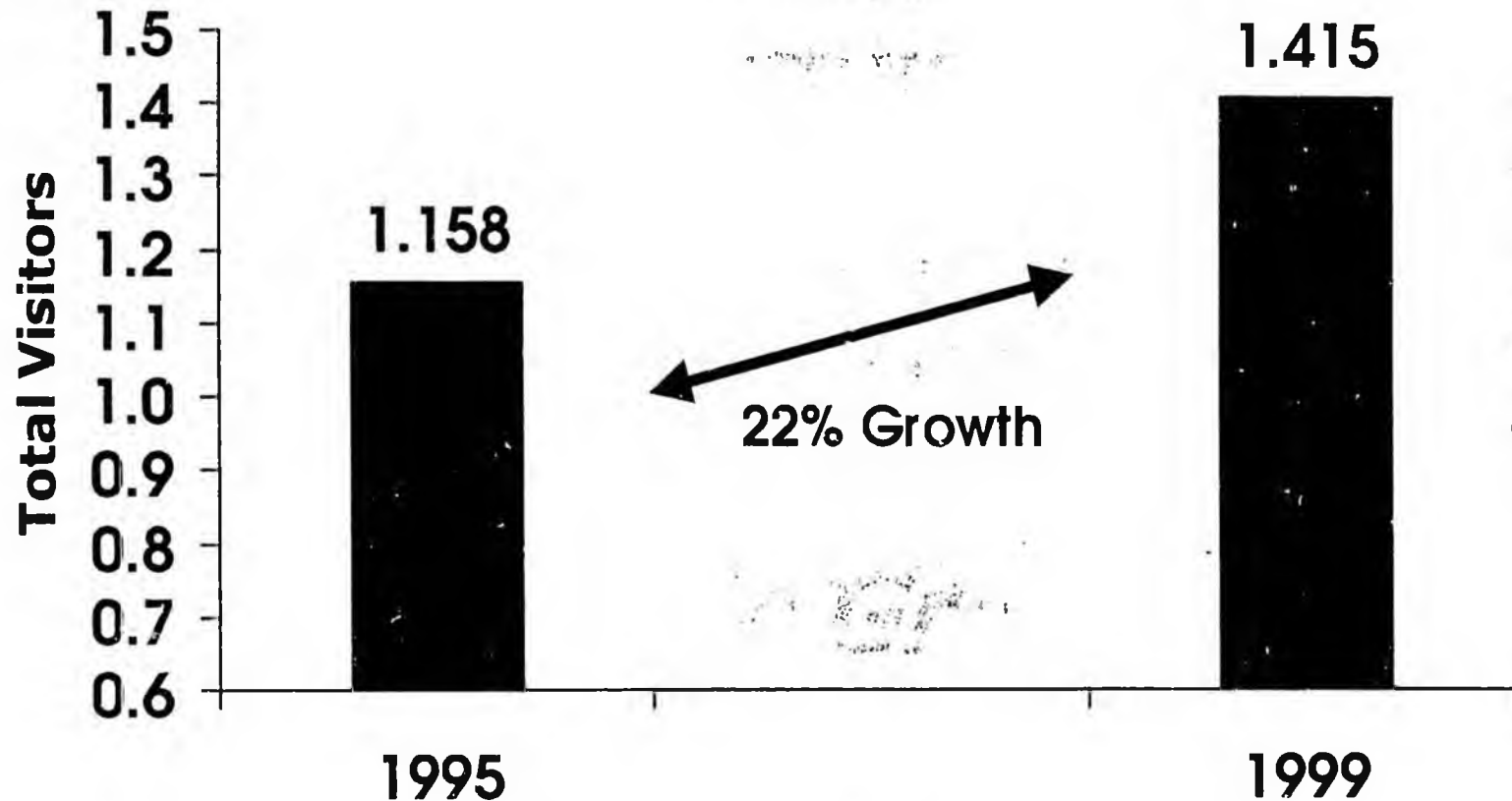
# ***Growth Rates Are Slowing***

	<u>Total Summer Visitor Growth Rate</u>	<u>Summer Cruise Visitor Growth Rate</u>
1996	10.1%	18.7%
1997	5.3%	16.5%
1998	3.8%	10.0%
1999	3.0%	6.0%

*1.4 million <sup>total</sup> visitors in 99*

# ***Strong Historic Growth***

**Total Annual Visitation (000)**



*expect  
to hold  
constant in  
00 - But  
no data.*

**Department of Environmental Conservation  
FY 2002 Report on Performance Measures**

**Commissioner's Office**

**Measure:** The percentage of divisions that meet assigned performance measures.

**Current Status:**

All divisions are tracking performance measures.

**Benchmark:**

The goal is for all divisions to track performance on 100% of their assigned performance measures.

**Background and Strategies:**

The goal is for divisions to track 100% of their assigned performance measures. To accomplish this goal the following strategies will be employed:

- Evaluate merit of performance measures and modify performance measures when necessary; and
- Establish valid benchmarks to determine and/or measure results.

**Measure:** The percentage of permittees where the department can determine compliance through inspection, monitoring, and/or reporting. *(Revised from Legislature's FY2001 version.)*

**Current Status:**

Programs which are funded with general funds have been the primary targets of budget reductions (Environmental Health and Water) and are least able to determine compliance. The water discharge program data is non-existent. Programs funded by restricted funding which has not been the target of large budget reductions (federal funds, response funds, clean air protection fund) are generally able to complete compliance inspections. The concern grows that the general funded programs can not determine compliance due to under funding, yet those programs involve persistent and life threatening critical public health and environmental issues.

**Percentage of facilities inspected at least once per year.**

Historical Data	Calendar Year		
	1997	1998	1999
Food Programs	49%	48%	39%
Seafood Processors	87%	84%	49%
Public Facilities	21%	12%	11%
Drinking Water (Class A and B)	97%	97%	93%
Solid Waste	15%	17%	17%

**Benchmark:**

The goal of the department is to incrementally increase percentage of facilities where it can determine compliance and to increase compliance for those facilities.

**Background and Strategies:**

To accomplish this goal, the following strategies will be employed:

- Request incremental funding for programs lacking sufficient funds;
- Assess risk of permitted facilities through inspection, monitoring, and/or reports;
- Prioritize facility inspections according to risk;
- Create and maintain a valid inventory or database of permitted facilities, using a department-wide facility identification database;

1/12/01

- Create and maintain automated reporting tools for permitted facilities;
- Use data from permittees to determine compliance; and
- Use third party inspections to determine compliance.

**Measure:** The number of critical violations in inspected public or private facilities that significantly affect the health or safety of the public.

**Current Status:**

The data provided by Environmental Health illustrates the dilemma raised by the prior measure. With insufficient general funds, we are unable to inspect all facilities to determine compliance, yet those we do inspect clearly have critical violations. The water program is not doing any effective monitoring and is unable to estimate critical violations. The air program does compliance monitoring but has not looked at critical violations that affect health or safety as part of that evaluation process.

**Percent of inspections where one or more critical violations were found.**

Historical Data	Calendar Year		
	1997	1998	1999
Pesticides	26%	62%	29%
Public Facilities	47%	35%	46%
Food	49%	46%	31%
Paralytic Shellfish Poisoning	1%	2%	3%
Water discharges – No Historical Data	-	-	-
Air Permits – No Historical Data	-	-	-

**Benchmark:**

The goal of the department is to achieve incremental decreases in the number of critical violations in inspected facilities while increasing the frequency of inspections.

**Background and Strategies:**

To meet this goal we will employ the following strategies:

- Ensure that all programs, whether fee or general fund supported, get sufficient funding to detect critical violations that affect health or safety;
- Increased inspection and monitoring of high risk public or private facilities;
- Peer reviews and inspections performed by affected industries; and
- Educate inspected facilities regarding the impacts of and how to avoid critical violations.

**Measure:** The number of times the Commissioner's Office was involved in adjudicating a state permit decision or in changing a federal standard or decision. *(Revised from Legislature's FY2001 version.)*

**Current Status:**

Spill Prevention and Response - In the last three years, oil discharge and contingency plans for Prince William Sound tankers, Alliance fuels, the Valdez Marine Terminal and the Trans-Alaska Pipeline have been adjudicated.

Air - Challenged unnecessary federal restrictions and over filing on an air permit issued to Cominco under the state delegation for air primacy.

Water - The state certification of the log transfer facility general permit is currently under adjudication. Removal of the state from the National Toxics rule for arsenic.

**Benchmark:**

Reduction in number of disputes on state permits requiring adjudication. Increased number of federal standards or decisions modified for Alaska's unique conditions.

**Background and Strategies:**

To accomplish reduced adjudication's, the following strategies will be employed:

Shift focus from permitting and emphasize monitoring to determine results of permit decision  
Develop and offer alternatives for informal dispute resolution  
Increase staff training in consensus-based decision making and conflict resolution

To accomplish Alaska appropriate federal rules and standards, the following strategies will be employed:

Where it's important for industry to "Alaskanize" a federal rule, we will dedicate all necessary resources to assist;  
Be proactive in identifying federal rules and regulations that do not make sense in the State of Alaska;  
Actively participate in national and interstate forums; and  
Encourage industry, the environmental community, and the public to actively communicate to the department federal issues of concern.

## Administrative Services

**Measure:** The percentage of employee complaints and grievances filed and resolved at the departmental level as compared to all other departments.

**Current Status:**

The department has tracked numbers of grievances but only recently began to track disposition of those grievances. Some grievances take more than one year to resolve. Pending complaints and grievances is a total of unresolved from the prior calendar year added to new from this calendar year.

**Historical Data / Graph:**

	FY 1999	FY 2000
Total Number of Complaints and Grievances Pending	12	14
Number Resolved at Department Level	4	11
Number Resolved at Department of Administration	1	0
Percentage Resolved at Department Level	33%	79%

**Benchmark:**

The goal of the department is to resolve 90% or more of complaints and grievances within the department.

**Background and Strategies:**

Grievances are disputes that relate only to application of contract provisions or contractual violations, while complaints are defined as any controversy or dispute that does not involve the application or interpretation of contract provisions. The department is involved at every step of the grievance/complaint process and normally must approve all grievance settlements, even when resolved by labor relations. The table above provides a listing of disputes resolved as a percentage by department in the last two years.

To achieve the goal of the department, the following strategies will be used:

- Conduct regular preventative meetings with union representatives;
- Provide supervisory training to ensure supervisors comply with contractual agreements;
- Establish clear performance measures at the employee level;
- Mediate and resolve problems before a complaint or grievance is filed; and
- Update and revise evaluation process/forms to provide meaningful, timely feedback tools.

**Measure:** The percentage of employee grievances overturned by hearing officers as compared to all other departments.

**Current Status:**

In FY98, no department grievances were overturned at hearing. In FY99, one department grievance was partially overturned at hearing. Currently, in FY00, no grievances have been overturned. Cumulatively, one department grievance reached arbitration in the last three fiscal years and the department received a partial decision.

**Historical Data / Graph:**

	CY 1999	CY 2000
Total Grievances Pending	12	14
Grievances Overturned at Hearing	1	0
Percentage Overturned at Hearing	8%	0%

**Benchmark:**

The goal of the department is to have less than 5% of grievances overturned by a hearing officer.

**Background and Strategies:**

Arbitration is the negotiated process the employer and the unions agreed to use to resolve allegations of contract violations or to enforce the terms of the contract. Grievances are disputes that relate to application or interpretation of a specific contract provision, allegations of a specific contractual violation, or used to bring enforcement of a specific contractual term or article.

To achieve the goal of the department, the department will employ the same strategies as the previous measure.

**Measure: The percentage of indirect costs collected for the commissioner and the administrative services division and for shared overhead costs.**

**Current Status:**

For the last several years the department has slightly reduced the percentage of funds being collected to cover indirect costs.

**Historical Data / Graph**

	FY 98	FY99	FY00	FY01
Administrative / Commissioner	8.4%	8.2%	7.9%	7.7%
Shared Overhead	5.9%	6.00%	5.8%	5.9%
Total	14.3%	14.2%	13.7%	13.6%

**Benchmark:**

The goal of the department is to maintain or decrease the indirect funding relative to total dollars.

**Background and Strategies:**

The goal is to provide effective support services at the lowest possible cost and to manage shared costs to reduce those costs. For example, the department was able to reduce telephone costs through consolidation of billings. To achieve this goal, services will be evaluated using the following criteria:

- Is the task required by statute;
- Is the task required by federal regulation;
- What consequences occur if the task is not completed;
- What level of detail is required;
- What level of staff knowledge and training is required to perform the task;
- Is there another way we can purchase these services at a lower cost;
- Will an additional investment now lead to efficiencies or savings in the future;
- Does this cost benefit only a specific program(s) and therefore be charged directly to the program; and
- Does a reduction in program funding reduce the needs for indirect services or costs?

**Measure: The percentage of penalties for total payroll or vendor payments per year.**

**Current Status:**

The department has not paid any penalty payroll in the last ten years. The annual percentage of penalties for vendor payments is very low, well below 1% of total payments.

**Historical Data / Graph:**

	FY 97	FY 98	FY 99	FY 00
Vendor Penalty Payments	.0150%	.0079%	.0011%	.0025%

**Benchmark:**

The department will limit penalty pay to less than 0.1%.

**Background and Strategies:**

Payroll:

The department currently has almost 500 employees. With 24 pay periods each year, the department completes about 12,000 payroll transactions annually. Employees are paid from different accounts and, when combined with additional parameters such as bargaining unit and overtime, the potential for error rises dramatically. To ensure that the goal is met, the department will explore new technologies and methods for time and payroll purposes. For example, the use of electronic timesheets and the possibility of eliminating timesheets for overtime-exempt employees claiming pay for a single funding code.

**Vendors:**

The department strives to make vendor payments as close to the due date as possible. To accomplish this we attempt to enter payments five days prior to the invoice due date. Delays occur when approvals are not available; an invoice is delayed; or insufficient information is provided on an invoice. To ensure prompt payments we centralized tracking of travel charges, train staff on invoice processing, and review statements to monitor outstanding invoices.

**Measure:** The number of audit exceptions resolved.

**Current Status:**

From fiscal year 1996 to 1998 the department has reduced the audit exceptions by 59%. In addition, 100% of audit exceptions have been resolved.

**Historical Data / Graph**

	FY 96	FY 97	FY 98
Audit Exceptions	12	6	5
Resolved Audit Exceptions	8	4	5

**Benchmark:**

The goal of the department is to eliminate audit exceptions and to resolve any valid exceptions that do occur within six months of notification.

**Background and Strategies:**

The department makes the identification and resolution of potential audit exceptions a high priority. To meet this goal we:

- Review prior audit issues to identify current areas of need;
- Identify the appropriate staff level to resolve issues; and
- Assign tasks to clearly identify staff responsible for technical processing and those responsible for compliance monitoring.

## Spill Prevention and Response

**Measure:** The number of oil spills greater than one gallon per year compared to the number of spills requiring a response.

**Current Status:**

1,854 oil spills over one gallon were reported in FY 2000.

**Benchmark:**

The number and amount of oil spills per year and the number of spills requiring a department field response.

**Background and Strategies:**

Consistent with the Governor's goal of a 15% overall reduction of oil and hazardous substance spills, the department is working to prevent oil spills through the implementation of a prevention plan which includes risk reduction measures, technical assistance, legal action, and/or public outreach/educational approaches; educates commercial fuel tank owners and operators in proper spill prevention and response methods and technologies; and provides technical assistance to tank owners and operators to ensure compliance with federal regulations.

**Measure:** The number of hazardous substance spills and the number of hazardous substance spills requiring response.

**Current Status:**

402 hazardous substance releases occurred in FY 2000.

**Benchmark:**

Reduce the amount of oil spilled through targeted prevention efforts.

**Background and Strategies:**

Consistent with the Governor's goal of a 15% overall reduction of oil and hazardous substance spills, the department is working to prevent hazardous substance spills through prevention, technical assistance, and and/or public outreach/educational approaches. The Department is expanding and maintaining statewide hazardous spill response capability through joint training, drills, and equipment testing; and provides technical assistance to industry in safe handling and use of hazardous substances.

**Measure:** The time it takes the division from receiving a report of a spill to the determination of "no further action".

**Current Status:**

The department is currently evaluating how to determine the "start date" for a contaminated site since many historical sites were discovered long after the spill occurred.

**Benchmark:**

Decrease in the time it takes to receive "no further action" determination.

**Background and Strategies:**

DEC's preference is to take a collaborative approach with responsible persons to facilitate cleanup of contaminated properties. A collaborative approach involves working within the responsible person's level of resources, if there is not an acute risk to human health and the environment such as chemicals going into a stream or drinking water source. This may result in work being undertaken in a phased approach and use of cleanup technologies, such as bioremediation, which are less expensive, but take a longer time to achieve cleanup levels.

In order to speed the cleanup process up at a number of sites, DEC would have to rely on its enforcement authorities and potentially the Response Account, to facilitate quicker action. Faster action may also require more comprehensive sampling on a one time basis to reduce uncertainty (rather than an iterative approach, where additional information needs are dependent upon initial sampling results) and the use of more expensive cleanup techniques that yield immediate results, such as incineration.

Rather than take an aggressive enforcement approach when the risk does not warrant it, DEC is focusing its efforts on creating a regulatory climate that assists responsible persons in speeding up the cleanup process. The Division promulgated cleanup regulations in 1999 which are reducing transaction costs for the development of cleanup plans and has implemented an expanded Voluntary Cleanup Program to speed up the cleanup of low to medium priority sites. DEC is also increasing its emphasis on working with parties to take quick action to mitigate risk, and employ risk based cleanup standards, accompanied by institutional controls to facilitate cleanups proportional to risk and appropriate for the intended land use. Risks based approaches decrease the need for long term cleanups and facilitate redevelopment of contaminated property. A pre-remedial unit has also been developed to provide for better record keeping, and more efficient follow-up to shorten the time from the reporting of a spill to action leading to the final closeout of a spill.

**Measure:** The state cleanup costs per spill per year and the state cleanup costs per contaminated site per year.

**Current Status:**

Cleanup costs are reported in the Biennial Response Fund Report.

**Benchmark:**

Average state cleanup costs per spill and contaminated site.

**Background and Strategies:**

The Department is required by law to track and recover state response and cleanup costs from responsible parties and seek compensation for damages to the state's natural resources. The goal is to continue to improve the state's accounting, cost-tracking and billing procedures to ensure timely recovery of expended costs to the Oil and Hazardous Substance Release Prevention and Response Fund.

**Measure:** The average environmental hazard per contaminated site.

**Current Status:**

At the end of FY 2000, there were 756 "high", 602 "medium", 466 "low" and 219 "unranked" contaminated sites.

**Benchmark:**

The number of contaminated sites in the "high", "medium", "low", and "unranked" relative risk categories at the end of the year.

**Background and Strategies:**

The administration is working to characterize and rank all known contaminated sites in the State and reduce the number of sites in all categories, beginning with the highest-ranked sites. The goal is the assessment and cleanup of the highest risk sites in Alaska by ensuring the cleanup of contaminated sites by responsible parties; applying consistent and measurable cleanup standards; contracting private specialists to assess and clean up state-owned and "orphan" sites; and implementing an expanded Voluntary CleanUp Program, which includes regulated underground storage tanks, to increase the rate of cleanup of lower priority sites with reduced government oversight.

**Measure:** The number of underground storage tank owners issued "no further action" letters during the year.

**Current Status:**

124 "no further action" letters were issued to underground storage tank owners in FY 2000.

**Benchmark:**

Increase in the number of underground storage tank "no further action" letters.

**Background and Strategies:**

Through Legislation and rule making, the state adopted the federal regulatory program for Underground Storage Tanks and added financial assistance and tank worker/inspector elements. The goals are to clean up existing petroleum spills and prevent new spills from happening. Approximately 44 percent of over 2100 UST petroleum spills have been cleaned up and made available for economic reuse. The program has increased its annual rate of "No

Further Actions" from 80 to over 100 by ensuring that each site is assigned to a designated staff person and then working the sites in order of highest hazard ranking. Sites of low rank can be expedited by processing through the Voluntary CleanUp Program.

**Measure:** Number of contaminated sites that have been cleaned up. *(Not yet addressed by Legislature.)*

**Current Status:**

49 contaminated site cleanups were completed in FY 2000.

**Benchmark:**

Increase the number of contaminated sites cleaned up.

**Background and Strategies:**

Annual site completion rates have more than doubled over the last ten years. The Division has taken a number of steps, which will result in further acceleration of the rate of cleanup completions. In 1999 the Division promulgated new cleanup regulations which allow contaminated site cleanups to be proportional to the risks posed to human health and the environment and the intended land use. The use of "institutional controls" tools has been expanded to facilitate risk-based cleanups which can reduce the time and costs associated with cleanups. The Division has also expanded the Voluntary Cleanup Program (VCP) for low and medium priority sites to enable many sites, including underground storage tank sites, to be cleaned up under a streamlined process with minimal oversight by Department staff. During new site identification, responsible parties for VCP candidate sites are invited to take advantage of this streamlined cleanup process. The Division made an earlier decision to focus some staff resources on large facilities that have multiple high priority sites, such as the former U.S. Navy facility on Adak Island. This approach allowed simultaneous assessment and clean up of multiple sites in an area. The results of this approach will be realized during FY 01 and following years as multiple final cleanup efforts are completed and documented.

**Measure:** Amount of oil spilled (gallons). *(Not yet addressed by Legislature.)*

**Current Status:**

257,043 gallons of oil were spilled in FY 2000.

**Benchmark:**

Reduce the amount of oil spilled through targeted prevention efforts.

**Background and Strategies:**

Consistent with the Governor's goal of a 15% overall reduction of oil and hazardous substance spills, the department is working to prevent oil spills through the implementation of a prevention plan which includes risk reduction measures, technical assistance, legal action, and/or public outreach/educational approaches; educates commercial fuel tank owners and operators in proper spill prevention and response methods and technologies; and provides technical assistance to tank owners and operators to ensure compliance with federal regulations.

## **Air and Water Quality**

### **Measure: The cost per permit issued**

#### **Current Status:**

Air Quality: We have a time billing system using codes for various activities. We track the total amount time billed to the companies for staff time on permit issuance activities for permits that have been issued. Under this billing system, an operating permit costs \$9,006.

Water Quality: DEC is re-assessing what would be appropriate fees and related tracking system.

#### **Benchmark:**

Determine and reduce the cost per permit issued.

#### **Background and Strategies:**

Air Quality: An Air Permit Benchmarking study has just been completed. The study was conducted to find ways to streamline the air permit process. A final report of this study was completed by November 2000. The strategy used to accomplish the benchmark will be the implementation of the key recommendations from the Air Permit Benchmarking study.

Water Quality: To determine and reduce permit costs, the department will be revising fees according to the requirements of HB361.

### **Measure: Whether the carbon monoxide levels in Fairbanks and Anchorage meet health standards.**

#### **Current Status:**

For the past three winters (e.g., 1997, 1998, and 1999) Anchorage has met the health standard benchmark. Violations could still occur. Fairbanks has failed to meet the standard. In 1998, Fairbanks exceeded the standard twice. In 1999, Fairbanks exceeded the standard three times.

#### **Benchmark:**

Attainment of the national ambient air quality standards.

#### **Background and Strategies:**

DEC is working closely with Fairbanks Borough, Municipality of Anchorage and EPA to develop plans to further improve air quality. The plan for Fairbanks is to be completed by August 2001 and the plan for Anchorage is to be completed by December 2001.

### **Measure: The average time taken from receipt of a permit application to approval.**

#### **Current Status:**

Air Quality: The average time is 278 days.

Water Quality: DEC has just begun the redesign efforts for Water Permits.

#### **Benchmark:**

Decrease in time from receipt to approval per permit type.

#### **Background and Strategies:**

Air Quality: We maintain a construction permit file of pending permit applications and track issuance of permits. We use median time average for evaluating this performance measure. There are three types of averages: mode, arithmetic mean, and median. Mode is the value that occurs most frequently in a series of data. Arithmetic mean, commonly known as average, is affected by the exceptional and unusual. It emphasizes the extreme variations. In permitting, a complicated or controversial permit may take a very long time increasing the average even if most of the permits take a much shorter time. The most appropriate average measure for air permitting is median time. Median is determined by calculating the time from when the staff begins work on a permit until the permit is effective for

operating permits. These times are then arranged in order from the lowest to the highest. For operating permits, the median time is the value where half the permits take a longer time and half the permits take a shorter time.

In accomplishing the benchmark, we will:

- Adopt regulations to make permits more uniform.
- Implement key recommendations from the Air Permits Benchmarking study.

Water Quality: In accomplishing the benchmark, we will:

- Re-design our permitting system to fast-track lower risk activities.
- Examine possible interagency regulatory time clocks for streamlining opportunities.

**Measure: The average time taken from receipt of a permittee complaint to resolution of the complaint.**

**Current Status:**

We are currently not tracking this performance measure, as we have not received many permittee complaints.

**Benchmark:**

Decrease in time from receipt of permittee complaint to resolution.

**Background and Strategies:**

The Division will begin tracking this measure at the program level and higher. This will be accomplished by establishing a method to track permittee complaints, i.e., complaint log.

**Measure: The percentage of facilities inspected according to risk-based inspection frequency.**

**Current Status:**

Air Quality: The risk-based inspection strategy identified 51 facilities requiring inspections. All 51 facilities have been inspected.

Water Quality: We are not currently tracking this performance measure as we do not have a risk-based inspection frequency program.

**Benchmark:**

Increase the percentage of higher risk facilities inspected.

**Background and Strategies:**

Air Quality: Some of the factors that make up risk based targeting are:

- Size of facility
- When the facility was last inspected
- Actual quantity of emissions
- Actual hazardous air pollutant emission
- Compliance history

Risk factors should be reconsidered in light of trends regarding non-compliance and the new law which relies upon operator self-reporting and verifying compliance. We expect to maintain our current level of effort.

Water Quality: To increase the percentage of higher risk facilities inspected, we will establish a risk-based inspection program.

**Measure: The number of activities covered by fast-track general permits as compared to the total number of permits**

**Current Status:**

Air Quality: We have developed pre-approved limits, owner requested limits, Permit By Rule, and nine general permit to fast-track the normal permitting process.

Water Quality: We currently issue fast-track general permits and we are also waiving permit requirements for certain low risk activities.

**Benchmark:**

Increase in number of activities covered by fast-track permits as compared to the total number of permits.

**Background and Strategies:**

Air Quality: In order to increase the number of activities covered by fast-track permits, we will:

- Adopt the Permit By Rule for oil drilling regulations.
- Combine unified permitting for solid waste landfills.
- Continue to identify general permit opportunities during permit reviews.

Water Quality: In order to increase the number of activities covered by fast-track permits, we will increase other fast-track options based upon risk to the environment and public health.

**Measure: Percentage of timber operations inspected using best management practices.**

*(Not yet addressed by Legislature.)*

**Current Status:**

Based upon the Department of Natural Resource's Best Management Practice (BMP) implementation monitoring completed on private lands in 1997, BMP's were fully or adequately implemented in the upper eighty to low ninety percentiles. Partial analysis of the 1999 BMP implementation monitoring data indicate overall implementation of selected BMPs on private land as slightly over what was reported in 1997. Monitoring conducted on federal lands indicates BMP implementation rates approach 98%.

**Benchmark:**

Implementation by 100% of forest operators.

**Background and Strategies:**

Continued monitoring and education. Maintain adequate field presence by state resource agencies to work with operators.

**Measure: Percentage of construction operations inspected using best management practices.**

*(Not yet addressed by Legislature.)*

**Current Status:**

We did not historically track this performance measure. We began tracking this measure July 1, 2000.

**Benchmark:**

Percent increase of construction operations inspected using best management practices.

**Background and Strategies:**

To accomplish this benchmark, we will be developing a risk-based inspection/monitoring program.

**Measure: Number of water bodies with confirmed pollution that have been restored.**

*(Not yet addressed by Legislature.)*

**Current Status:**

There are fifty-eight water bodies with confirmed pollution. In a typical year, at least two water bodies are identified as restored.

**Benchmark:**

Decrease number of impaired water bodies with confirmed pollution.

**Background and Strategies:**

Through the Alaska Clean Water Action Plan, we will develop individual water body recovery plans and institutional control programs.

## Environmental Health

**Measure:** The amount of state investment per facility or unit. (Revised from Legislature's FY2002 version.)

### Current Status:

As can be seen from the attached spreadsheets, most of the program areas are funded roughly 60% general fund and 40% program receipts. There are two program areas where this is not the case:

- **Food (other than seafood) and public facility sanitation:** In this program area, general funds account for just 13% of the total funding available per unit. This is down from nearly 70% in calendar year 1998. Program receipts represent 81% of the program unit funding, up significantly from calendar year 1998 when program receipts were just under 28%.
- **Drinking Water:** General funds account for 24% of this program area while federal funds account for 74%. In calendar year 1998, general funds represented nearly 30% of the funding. Because the federal drinking water grant is a 75%/25% match grant, what this means is that the state is essentially running a federal drinking water program.

Program	FY1998		FY1999		FY2000		FY2001 (EST)	
	\$ Per		\$ Per		\$ Per		\$ Per	
	Unit	%	Unit	%	Unit	%	Unit	%
<b>Food/Sanitation</b>								
State Investment (General Funds)	\$118	69.6%	\$113	65.3%	\$21	13.6%	\$22	13.4%
User Investment (Program Receipts)	\$48	28.7%	\$57	33.1%	\$133	84.7%	\$136	81.3%
Federal Investment	\$3	1.7%	\$3	1.6%	\$3	1.8%	\$9	5.3%
<b>Seafood</b>								
State Investment (GF & Comm Fish)	\$761	52.2%	\$913	56.8%	\$952	62.7%	\$944	61.2%
User Investment (Program Receipts)	\$600	41.1%	\$580	36.1%	\$443	29.2%	\$458	29.6%
Federal Investment	\$98	6.7%	\$114	7.1%	\$123	8.1%	\$143	9.2%
<b>Drinking Water</b>								
State Investment (General Funds)	\$217	29.8%	\$233	25.7%	\$223	24.0%	\$229	24.0%
User Investment (Program Receipts)	\$18	2.5%	\$18	2.0%	\$17	1.9%	\$18	1.9%
Federal Investment	\$492	67.7%	\$657	72.3%	\$692	74.1%	\$704	74.1%
<b>Domestic Waste Water</b>								
State Investment (General Funds)	\$331	36.2%	\$331	36.2%	\$320	36.2%	\$328	36.3%
User Investment (Program Receipts)	\$583	63.8%	\$583	63.8%	\$364	63.8%	\$576	63.7%
Federal Investment	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
<b>Solid Waste</b>								
State Investment (General Funds)	\$591	55.6%	\$674	58.8%	\$566	57.3%	\$618	59.0%
User Investment (Program Receipts)	\$472	44.4%	\$473	41.2%	\$397	40.2%	\$403	38.6%
Federal Investment	\$0	0.0%	\$0	0.0%	\$24	2.5%	\$25	2.4%

### Benchmark:

Until there is agreement on the appropriate relative percentage of general fund to program receipt support for state services, there is no way to determine a benchmark. However, a split of 60% general fund / 40% program receipts seems appropriate.

### Background and Strategies:

During the 2000 Legislative session, legislation was passed (HB 361) that changed what services DEC could include in its fee calculations for some programs. The net effect of this legislation will be to reduce the fees paid certain industries for their permits, approvals and other services. The solid waste program was included in HB 361, and as

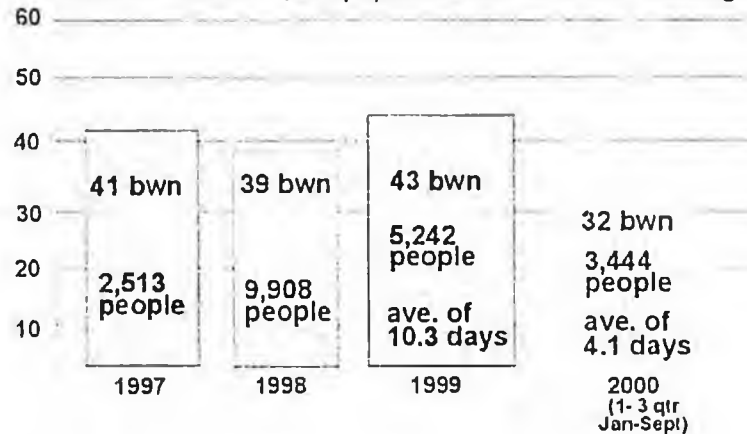
shown in the attached spreadsheet, the overall percentage of fees was reduced from 44.4% to 38.6%. The ratio of general funds and program receipts is now approximately 60%/40%.

Throughout the legislative hearings on HB 361, the department consistently stated that the food service program should be included in order to reduce the overall level of fees paid by facility operators. We continue to support such a strategy.

**Measure:** The number of "boil water" notices issued, the population affected, and the duration for the year.

**Current Status:**

In the first three quarters of calendar year 2000, we've seen a reduction from 1999 in each of the three areas measured: the number of boil water notices issued, the population affected, and the length of the boil water notice.



**Benchmark:**

Decrease in the number of Boil Water Notices issued, population affected, and duration.

**Background and Strategies:**

Boil water notices are issued when public water supplies exceed the public health standards for fecal coliform. Fecal coliform indicates a water system is being contaminated by sewage. Testing for fecal coliform is the most routine testing done by public water systems and the least expensive. 85% of the compliance sampling done by public water systems is for fecal coliform. The longer it takes the public water system to bring the water into public health compliance, the longer the requirement to boil the water will last.

In order to continue to see a decrease in the number of Boil Water Notices, their duration, and the population affected the department will

- continue to work with engineers and others to ensure domestic wastewater systems are properly designed and installed;
- work with property owners and utility managers to ensure domestic wastewater systems are properly maintained;
- work with public water systems and the Division of Facilities, Construction and Operation to ensure water system operators are properly trained for the collection of water samples; and
- work with public water system operators to ensure the disinfection methods for the water system are appropriate and properly functioning.

**Measure:** The percentage of sanitary surveys that result in significant compliance violations.

**Current Status:**

Tracking significant deficiencies in sanitary surveys began 4/1/00. Therefore, we have no historical data as of yet. Between 4/1/00 and 9/30/00, 16% of the completed sanitary surveys (11 out of 71) found significant deficiencies.

**Benchmark:**

Yearly percent decrease (with a target of 10% for 6/30/01 and 5% for 6/30/02) in sanitary surveys that identify significant compliance violations.

**Background and Strategies:**

A sanitary survey is required of all public water systems that are federally regulated under the Total Coliform Rule. It is a general "inspection" of the system where the surveyor reviews how the system is operated, how well the operator is keeping required records, and the overall integrity of the infrastructure of the system. A sanitary survey can result in a number of "paperwork" violations that may not present a threat to public health, such as monitoring and reporting; however, this performance measure seeks to decrease the number of violations that may be a threat to public health.

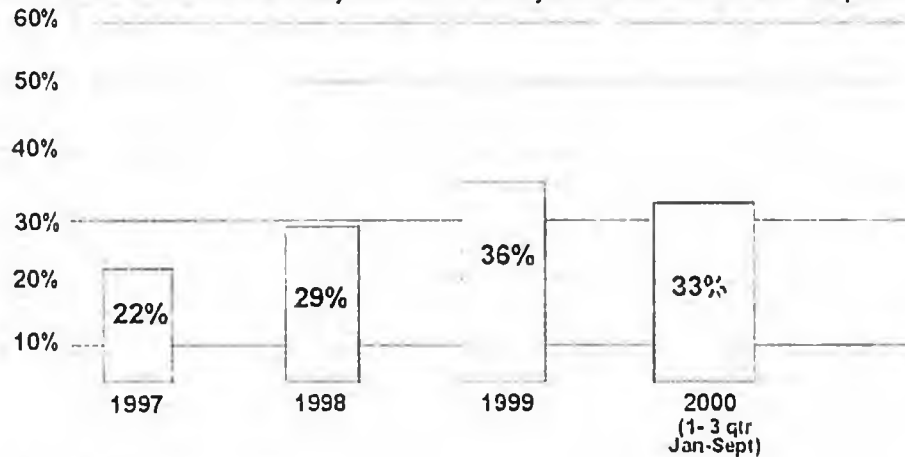
In order to achieve a decrease in the number of sanitary surveys that result in significant compliance violations, we will

- work with system operators and the Division of Facilities, Construction and Operation to ensure each public water system is managed by a certified operator;
- continue to provide assistance to water system operators, directly and through the Remote Maintenance Worker program and the National Rural Water Association on how the water treatment process works and the system's maintenance needs; and
- provide information annually to the Division of Facilities, Construction and Operation on the infrastructure needs of individual systems.

**Measure:** The percentage of landfills with a permit or an alternative to a permit.

**Current Status:**

All landfills are required to have a permit or some form of acceptable alternative in order to operate. At the end of the third quarter in 2000, 88 active landfill sites out of 264 (33%) had a current permit or an acceptable alternative. This is an increase from calendar year 1997 when just 22% of landfills were permitted.



**Benchmark:**

Percent increase of landfills with permit or an alternative to a permit.

**Background and Strategies:**

Alaskans generate about 1,300 tons of household garbage each day, nearly twice the national average per person. 78% is disposed of in landfills; 15% is incinerated; and 7% is recycled. DEC regulates 385 landfills: 142 are non-municipal (industrial) facilities that handle materials like drilling wastes, mine tailings, and construction wastes; 243 are municipal landfills, of which 10 serve large communities; 21 service medium-sized towns; 38 serve industrial or government camps; and 174 serve small villages. AS 46.03.100 requires that anyone who conducts an operation that results in the disposal of solid waste into the waters or onto the land of the state have a permit.

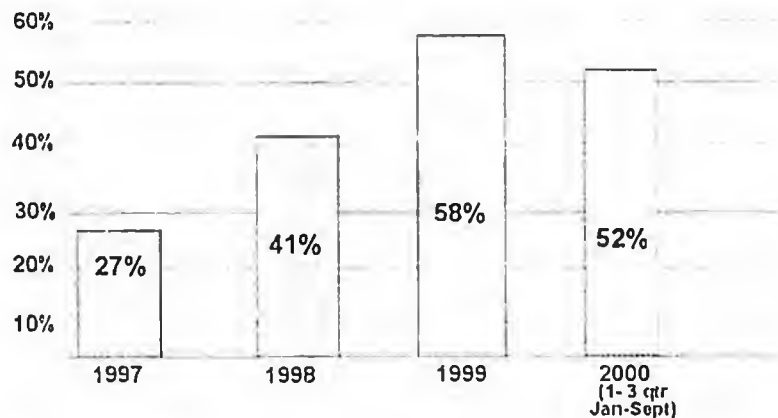
In order to increase the percentage of landfills with a permit and an alternative to a permit, we will

- develop general permits for landfills that serve small camps and villages (Class 3 landfills);
- significantly streamline permitting process in-house through developing standard permit formats and language and reducing the detail in the permit document, relying instead on the language of the regulation and the permit application; and
- develop permits-by-rule.

**Measure:** The percentage of landfills with an inspection score of 80 or higher.

**Current Status:**

Permitted landfills as well as unpermitted dumps are inspected, but scores are only tracked for permitted sites. At the end of the third quarter of 2000, we had inspected 15% of the permitted landfills and 52% had a score of 80 or higher. This compares with calendar year 1997, when we had inspected approximately 10% of the permitted landfills and just 27% had a score of 80 or above.



**Benchmark:**

Increase in the percent of landfills inspected, and percent increase of landfills with an inspection score of 80 or higher.

**Background and Strategies:**

Landfill facilities are inspected to determine if they are handling their wastes in a manner that is protective of public health as outlined in their permits and the department's solid waste regulations. The higher the inspection score, the better the waste disposal practices by the landfill operator.

Over the past four years, the percentage of Class 3 community landfills that have been inspected has ranged from a low of 43% to a high of 79%. In order to achieve the goal of improving how waste is handled and disposed, we need to increase our presence in the field, particularly for Class 3 community landfills.

In order to accomplish this goal, we will

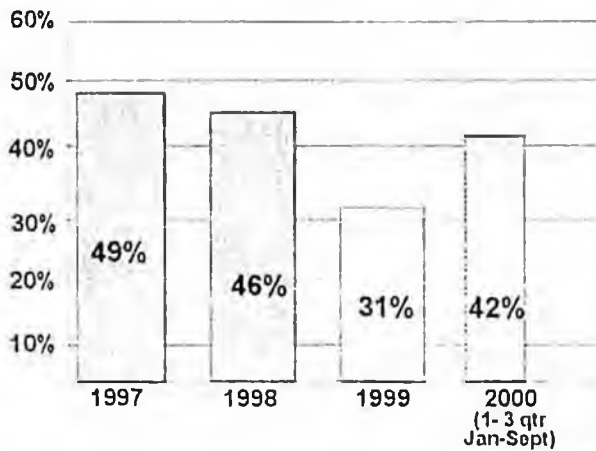
- increase the number of inspections by using staff time that is freed up as a result of streamlining the permitting processing with a target of inspecting 25% to 35% of all permitted landfills annually;
- provide solid waste training to operators with an emphasis on rural landfill operations;
- increase our focus on solid waste handling options with communities; and
- increase the percentage of Class 3 community landfills that are inspected, and decrease the percentage of Class 1 and Class 2 community landfill inspections except for those facilities with compliance problems.

**Measure:** The number of critical violations affecting food safety.

**Current Status:**

We are seeing an increase in the percentage of critical violations in the food inspections we conduct, even though the number of inspections are decreasing because of significant budget reductions to this program. Inspections are used as a means to provide technical assistance to operators on how to prevent problems from occurring. The less we are able to be in the field, the fewer our opportunities to provide this kind of assistance.

These figures do not include seafood processor inspections. The seafood program's database is being redesigned to collect this for future reporting.



**Benchmark:**

Percent decrease in critical violations that affect food safety and wholesomeness.

**Background and Strategies:**

Critical violations occur when an operator is not in compliance with state food rules in a manner that can result in a foodborne illness. They include such things as serving shellfish from unapproved areas, not separating raw foods from cooked foods, and employees that do not wash their hands after using the restroom. Because foodborne illness is notoriously underreported, often passed off as the "stomach flu" (which doesn't exist), we use critical violations as a means to measure the likelihood of a foodborne illness occurring.

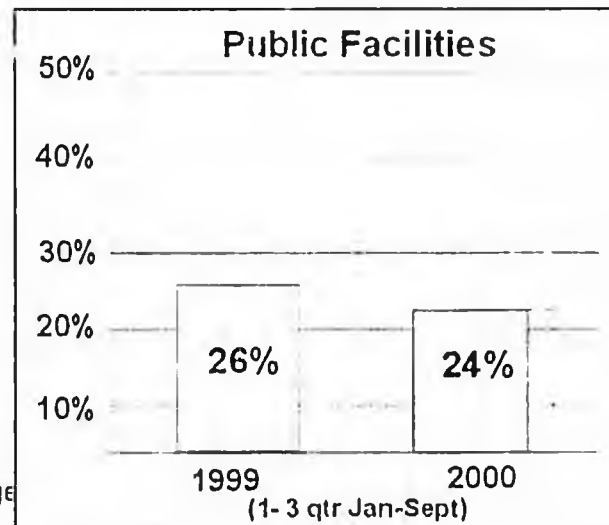
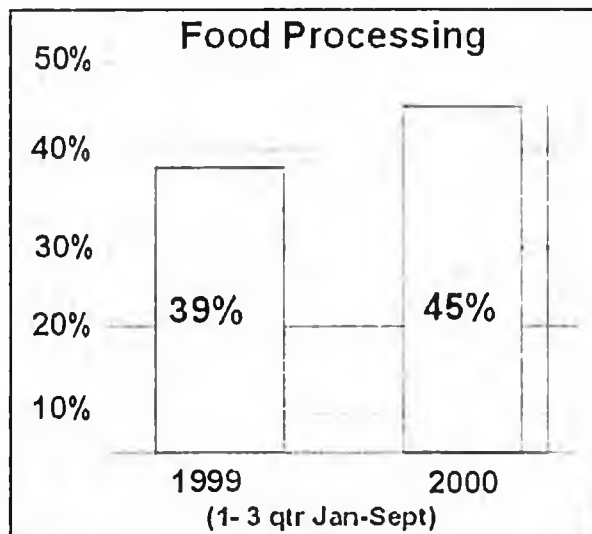
In order to reduce the occurrence of critical violations, we should

- inspect operations according to the public health risks they pose based on the type of food, preparation, or processing;
- focus on critical items during routine inspections;
- continue to provide training to operators in order to have an educated workforce in food industry regarding food safety issues; and
- continue other outreach efforts with the food industry such as direct mailings and posting contemporary food safety issues on our website.

**Measure:** The percentage of facilities inspected according to risk-based inspection frequency protocol.

**Current Status:**

Because of significant budget cuts to this program, no operations are inspected as often as called for in the risk-based inspection frequency protocol. By the end of the third quarter of 2000, 36% of all food operations had been inspected at least once; 67% of the inspections were performed at higher risk level operations. 45% of all higher risk food operations have been inspected at least once. During this same time, 7% of all public facilities were inspected at least once, and 91% of the inspections were performed at higher risk facilities. 24% of all higher risk public facilities have been inspected at least once. Only 27% of all public facilities are ranked as higher risk facilities.



**Benchmark:**

Under funding of this program will prevent us from meeting this performance measure. Therefore, our benchmark is to increase the percentage of high-risk operations inspected at least once per year.

**Background and Strategies:**

The primary goal of a sanitation inspection program, whether for food operations or public facilities such as pools, spas, and day-care centers is to protect the public from diseases that can be spread in those operations because of poor sanitation. This goal is best achieved with regular inspections, the frequency of which is based upon the public health risks posed by the particular operation. Inspections allow the department to interact with facility operators to identify and correct conditions that could lead to a public health outbreak.

In order to ensure the best use of the department's resources, a risk-based inspection frequency protocol was developed and implemented two years ago. The protocol takes into account as appropriate the type of food, the population served, the type of process or handling, and the likelihood that physical, microbial, or chemical hazards will be present.

In order to increase the percentage of higher risk operations that are inspected at least once per year, we will

- continue to cross-train our inspection staff so all are able to proficiently inspect all types of food operations, including seafood processors;
  - continue to reduce the number of inspections performed at lower risk facilities unless done under contract with the U.S. Food and Drug Administration; and
- 1) continue to find ways to reduce the amount of time inspection staff must spend in the office, such as we have done through the expanded use of laptop computers.

## Facility Construction and Operation

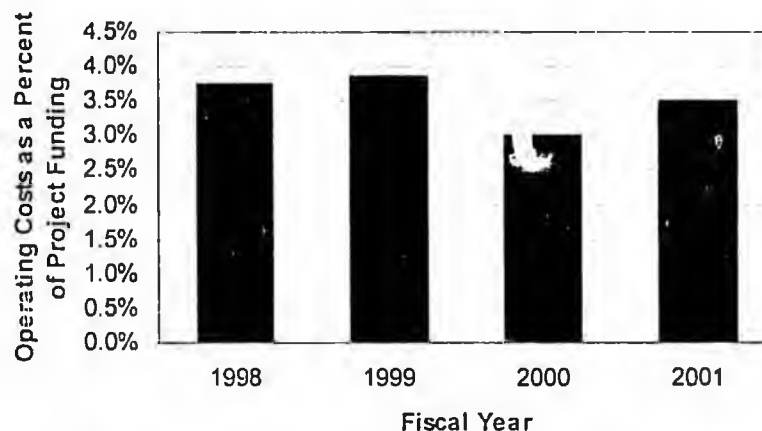
**Measure:** Division operating costs as a percentage of project funding. *(Revised from Legislature's FY2001 version.)*

**Current Status:**

In FY 2001, the Village Safe Water agency operating costs are 3.5% of the project funding.

**Historical Data:**

For fiscal years 1998 through 2001, funding for operating costs for Village Safe Water sanitation projects varied between 3.0 and 3.9% of project funding.



**Benchmark:**

The goal of the Division of Facility Construction and Operation is to manage operating costs at 4 percent, or less, of project funding.

**Background and Strategies:**

This measure is a revision to the measure specified in SB 281: "The agency operating costs per sanitation project." The revised measure looks at operating costs relative to project funding instead of operating costs relative to number of projects. This provides a more stable and meaningful picture of operating cost efficiency. The number of projects can vary substantially from year-to-year with some years having a large number of small projects and other years having a smaller number of larger projects. Project funding, on the other hand, is not subject to these random swings in project number and size.

At this time, the performance measure is confined to the Village Safe Water program (our largest program) where data are readily available. The measure will be expanded next year to include all division grant and loan programs.

The goal is to manage operating costs through efficiencies in how the Division manages water, sewer and solid waste grant projects. The primary strategies for improving efficiency are:

- to increase the use and role of private companies in managing projects; and
- to streamline internal operations by improving data systems and administrative procedures.

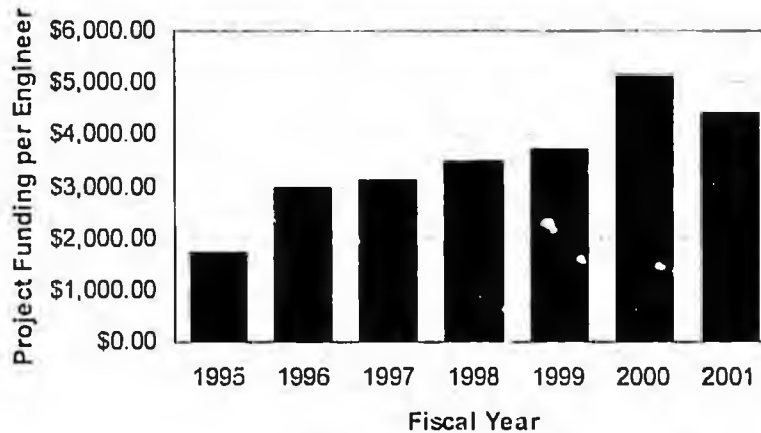
**Measure: Project funding per division engineer.** (Revised from Legislature's FY2001 version.)

**Current Status:**

Village Safe Water project funding per engineer is currently \$4.4 million (FY 2001).

**Historical Data:**

Between fiscal years 1995 and 2000, Village Safe Water project funding per engineer tripled - increasing from \$1.7 million per engineer to \$5.2 million per engineer.



**Benchmark:**

The goal of the Division of Facility Construction and Operation is to manage workload at, or above, \$4 million per engineer.

**Background and Strategies:**

This measure is a revision to the measure specified in SB 281: "The number and cost of sanitation projects per division engineer." The revised measure looks exclusively at project funding per engineer and excludes number of projects per engineer. The workload associated with a number of projects can vary substantially depending on project size and, consequently, the number of projects is not a good workload indicator. Project funding, on the other hand, incorporates project size and is a better workload indicator.

At this time, the performance measure is confined to the Village Safe Water program (our largest program) where data are readily available. The measure will be expanded next year to include all division grant and loan programs.

The goal is project management efficiency as indicated by a project funding per engineer ratio of \$4 million or more. The primary strategies for improving efficiency are:

- to increase the use and role of private companies in managing projects;
- to streamline internal operations by improving data systems and administrative procedures; and
- to develop our engineers' project management skills through training and experience.

**Measure: The cost per household served.**

**Current Status:**

As of this point in FY 2001, there have been no comparable projects completed and, consequently, no new data to indicate a change in this measure from the historic benchmark.

**Historical Data:**

To benchmark this measure, we examined the total state and federal investment in 11 projects completed between 1983 and 2000 that reflected total system development costs starting with water source development and ending with in-home running water and sewer. The average capital cost to develop a water source; provide treatment and distribution systems; and to provide wastewater collection, treatment and discharge on a per household basis was \$67,627.

**Benchmark:**

The goal of the Division of Facility Construction and Operation is to manage capital costs to produce a declining trend in the cost of water and sewer facilities.

**Background and Strategies:**

This measure examines the full capital cost of providing water and sewer service primarily to rural Alaskans. The measure reflects the high costs of construction in remote locations as well as the diseconomies of scale associated with developing utilities for relatively small numbers of customers. For these reasons, high costs are inevitable though the Division actively manages costs.

The primary strategies for managing per household costs for water and sewer systems are:

- to increase use of enclosed haul and other innovative systems where piped utilities are exceedingly expensive; and
- to assert cost control and value engineering as a primary objective throughout project planning and development.

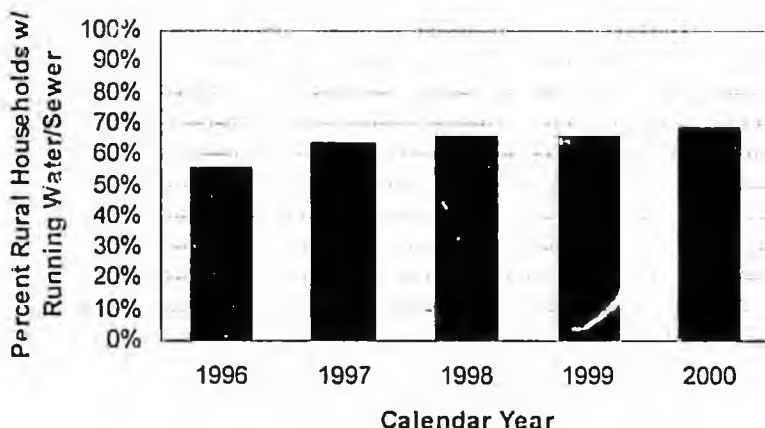
**Measure: Percentage of rural households with access to running water and sewer.** (Revised from Legislature's FY2001 version.)

**Current Status:**

By the end of calendar year 2000 approximately 69 percent of rural households will have access to running water and sewer. This is an increase of 3 percent over last year.

**Historical Data:**

The percentage of rural households with access to running water and sewer systems increased from 54% in 1996 to 66% in 1999.



**Benchmark:**

The Division of Facility Construction and Operation's goal is an average 4 percent annual increase in the number of rural households with access to running water and sewer systems.

**Background and Strategies:**

This measure is revised to focus exclusively on the specific goal of bringing running water and sewer to rural households. While the division's programs also improve sanitation systems in urban communities, the percent of households that benefit from improved sanitation systems in those communities is largely a random function of the nature of the projects underway at any given time. As such, it is not a targetable goal or particularly meaningful measure.

The primary strategies for accomplishing the goal of bringing running water and sewer to rural households are:

- to secure federal grant funds for rural sanitation projects;
- to make grants to rural communities with capacity to operate and maintain sanitation utilities for design and construction of water and sewer systems; and

- to work directly with rural communities to plan and construct water and sewer systems that can be operated and maintained locally.

**Measure: Age of sanitation projects at time of replacement or major renovation.** *(Revised from Legislature's FY2001 version.)*

**Current Status:**

Data are being compiled on the historic and current status of this measure. No data are currently available, but anecdotal evidence for older systems suggests that operational life often exceeds design life.

**Historical Data**

The Division has no historical data for this measure at this time.

**Benchmark:**

The goal of the Division of Facility Construction and Operation is that projects meet or exceed a 20-year life expectancy.

**Background and Strategies:**

The revised measure is suggested to replace the original, very complex measure that sought to examine whether sanitation systems being constructed with the Division's assistance are reaching their design life, and whether annualized capital and operating costs are falling within predictions. The Division does not have, and does not anticipate having, the data - particularly on operating costs which are a local responsibility- that would be required by the original measure. The revised measure seeks to answer the more basic question of whether systems are meeting their 20-year life expectancy before requiring replacement or major renovation.

The primary strategies for managing system useful lives are:

- to continue to use the Remote Maintenance Worker program to assist communities with preventive maintenance and thereby extending the lives of existing systems; and
- to assert the Division's remote maintenance workers' and engineers' arctic experience and expertise throughout project planning and development of new projects to optimize the life expectancy under what are often severe operating conditions.

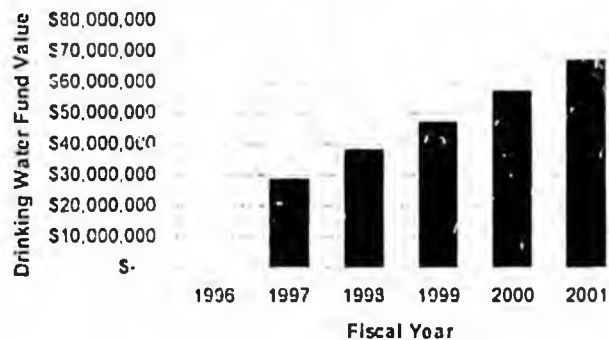
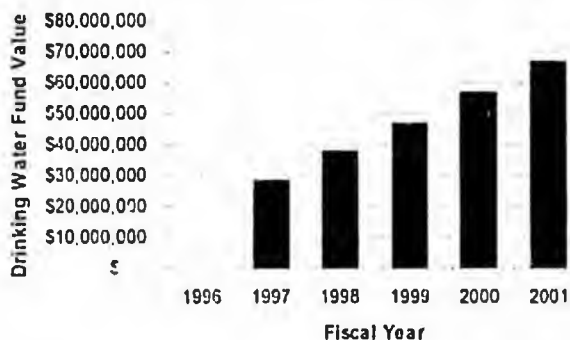
**Measure: Loan program fund growth, repayment delinquency and default rates.** *(Not yet addressed by Legislature.)*

**Current Status:**

The Division of Facility Construction and Operation continues to maintain a zero loan repayment delinquency and default rate. Anticipated growth in the Drinking Water Loan Fund for fiscal year 2001 is 17.9% and the Clean Water Loan Fund is expected to grow 9.0%.

**Historical Data**

Both the Drinking Water and Clean Water loan funds have experienced healthy growth since inception due largely to federal capitalization grants. Loan repayment delinquency and default rates are both zero.



**Benchmark:**

The goal of the Division of Facility Construction and Operation is positive inflation-adjusted growth in both loan funds and zero repayment delinquency and default rates.

**Background and Strategies:**

This new measure is intended to gauge the performance of the division in protecting the financial health of the loan funds so that they can be a perpetual source of assistance to utilities in meeting wastewater and drinking water capital needs.

The primary strategies for protecting the financial health of the loan Funds are:

- to capture federal grant funds for deposit into the loan funds using bonding mechanisms to defray the cost of state match requirements;
  - to establish loan terms that provide for healthy growth of the Funds;
  - to carefully evaluate the credit worthiness and repayment ability of applicants in deciding whether to advance loans; and
- 2) to include conditions in loan agreements that protect the State's investment and provide recourse to recover loan amounts should that be necessary.

## Statewide Public Service

**Measure:** The percentage change in compliance.

**Current Status:**

The Statewide Public Services Division (SPS) no longer receives federal grant funds for hazardous waste compliance assistance. However, we still provide overall compliance assistance to all facilities voluntarily requesting assistance. The division is in the process of implementing a compliance assistance tracking system designed to collect information for all technical assistance.

**Benchmark:**

Maintain the 95% compliance rate, while increasing the number of facilities taking advantage of this service by 5% each year.

**Background and Strategies:**

In previous years Statewide Public Services collected information specifically targeting hazardous waste compliance under a federal grant agreement with the Environmental Protection Agency (EPA). The division only tracked information specifically related to facilities handling Resource Conservation and Recovery Act regulated materials.

Since FY 1998, assistance has been provided to approximately 60 companies annually and corrected 95% of their hazardous waste compliance concerns. Potential EPA violations avoided through voluntary corrective action range from 230 to over 800 annually. These violations have been avoided as a result of voluntary inspections and follow-up actions provided by the division.

To achieve our goal, we will implement the following strategies:

- Obtain federal funding from sources that can support our goals for compliance assistance.
- Increase outreach to facilities through education with business associations, at workshops, fairs, and community events.
- Contact facility owners and operators by mailing out information describing successful results.
- Target priority areas of the state where compliance assistance is unknown.

**Measure:** Facility savings resulting from Statewide Public Services assistance. *(Revised from Legislature's FY2001 version.)*

**Current Status:**

Statewide Public Services (SPS) issues the Alaska Materials Exchange (AME) catalog quarterly throughout the year. Even though our ability to measure savings is limited by the responses we receive to our requests for sharing successful exchanges, we know there has been over \$1.5 million savings to Alaska businesses since the project began. The division collaborates with Chambers of Commerce to assist nearly 500 business in reusing and recycling materials through the Green Star program; however we have not tracked the associated savings. Other kinds of assistance provided by SPS have not been tracked from a cost-savings measure. There has been no measurement of incidental savings to facilities, such as reduced disposal of materials in landfills, or avoiding responses to illegal dumping of wastes, and no measurement of voluntary compliance.

**Benchmark:**

Increase the number of facilities experiencing costs savings for compliance, pollution prevention, and reusing/recycling materials by 10% each year. Assist facilities in realizing a savings of at least 10% of operating costs through pollution prevention and compliance.

**Background and Strategies:**

Even though there is no information available on the economic savings to all facilities that receive assistance from SPS, there is some information through AME, which was started in 1994. SPS supports AME, which is an information clearinghouse that helps businesses reuse valuable materials, rather than dispose of them as waste.

To achieve our goal, we will implement the following strategies:

- Increase the division's ability to more accurately identify and track direct cost savings to facilities, along with incidental savings to others.
- Share information of the cost-savings to other facility owners and operators in an effort to get greater participation.
- Increase AME outreach through use of the catalog on the internet, and thereby reducing the number of paper copies required to share the information.
- Integrate AME, Green Star, and other ways of reusing and recycling materials with compliance assistance services.

**Measure:** The average cost per contact for assistance. *(Unable to measure, recommend deletion.)*

**Measure:** The percentage of site visits and field activities that result in voluntary compliance. *(Revised from Legislature's FY2001 version.)*

**Current Status:**

Over the last year, Statewide Public Services (SPS) performed 112 voluntary assistance site visits to businesses, which resulted in a 72% compliance rate. During the same period, the division provided household hazardous waste disposal assistance to 11 communities in Southeast Alaska and 10 communities along the Yukon River. This resulted in the removal of 461 55-gallon drums, thereby keeping those materials out of their landfills and in compliance with applicable requirements.

**Benchmark:**

To reach and maintain 95% compliance through site visits and field activities.

**Background and Strategies:**

Through education and outreach, particularly targeted at business, community, and tribal associations, increase the number of facilities in compliance through voluntary, innovative methods. Provide more aggressive follow-up with those facilities that need continuing assistance in reaching compliance.

**Measure:** The percentage of completed environmental assessments in communities.

**Current Status:**

Approximately 200 residents of 70 villages have taken 7 Generations training on how to perform environmental assessments. Approximately 80% of those villages have completed their environmental assessment.

**Benchmark:**

100% of the villages participating in environmental assessment training should complete their environmental assessments. Our goal is to get 90% of the rural villages enrolled in the program.

**Background and Strategies:**

7 Generations training relies on voluntary participation by villages and funding support by community/tribal organizations. By word-of-mouth from those taking the course and performing assessments, we are seeing an increased interest from villages who are experiencing environmental and public health problems. We are also seeing interest from other agencies (USDA, Denali Commission, EPA) wanting to assist native communities in community planning, so we are working more closely with them to deliver our services to additional villages. The next step after villages completing an environmental assessment is taking action to address priority problems. Statewide Public Services will be a key partner in working with the communities and other interested agencies in coming up with the resources to actually make a difference.

**Measure:** The percentage of telephone contacts, web site visits, and walk in visits that result in useful assistance to achieve environmental and human health awareness and compliance. *(Revised from Legislature's FY2001 version.)*

**Current Status:**

The division has achieved a 99% satisfaction rate. This rate is based on the return of feedback forms from the users of our service.

**Benchmark:**

Maintain 99% satisfaction rate, while increasing technical assistance to Alaskans through better use of information technology.

**Background and Strategies:**

Statewide Public Services provides information assistance and technical assistance to many individuals, small businesses, and small communities who normally do not have environmental expertise, through staff or contractors. We measure our performance through feedback forms. We have established Information Assistance Centers in Anchorage, Fairbanks, and Juneau for walk-ins. We are increasing our participation in community events like fairs, workshops, school environmental and career events, and community association activities. We are working with business groups and associations to provide a better understanding of DEC assistance available. We encourage those having successful experiences to share their results with other associates.

# Alaska



Department of  
Community and  
Economic Development

# Missions and Performance Measures



Deborah B. Sedwick, Commissioner  
January 2001

1/11/01

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**Department of Community & Economic Development**  
**Mission and Performance Measures**

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**Commissioner's Office**

The mission of the Office of the Commissioner is to effectively manage the department and to serve as a liaison between the department and private, governmental, and other institutions and agencies.

**Measure: The percentage of divisions that meet assigned performance measures.**  
(Added by Legislature in FY2001 version.)

**Measure: The reduction in per unit cost in the departmental divisions.**  
(Added by Legislature in FY2001 version.)

**Status of FY2001 Performance Measures**

	Achieved	On track	Too soon to tell	Not likely to achieve	Needs modification
• The percentage of divisions that meet assigned performance measures.			X		
• The reduction in per unit cost in the departmental divisions.			X		

**Administrative Services**

The mission of the Division of Administrative Services is to provide support services to departmental programs.

**Measure: The number of late penalties for payroll or vendor payments.**  
(Added by Legislature in FY2001 version.)

**Current Status:**

\$1.2 in penalties was paid by ASMI on their travel account in FY00. FY01 so far is 0.

**Benchmark:**

Not known.

**Measure: The number of audit exceptions.**  
(Added by Legislature in FY2001 version.)

**Current Status:**

One audit exception in FY99. FY00 & FY01 audits not completed yet.

**Benchmark:**

Not known.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Measure: The number of procurement protests.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY00 there were 4 protests and of the 4, 2 were denied with denial upheld, 1 to appeal with a settlement and 1 is being pursued judicially.

**Benchmark:**

Not known.

**Measure: The number of union employees in the department who file grievances compared to other departments.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY00, 8 grievances were filed in DCED, ranking DCED with 2 other departments having the lowest number of grievances filed. None have been filed to date with DCED in FY01.

**Benchmark:**

Not known.

**Measure: The number of grievances advanced to and sustained in arbitration.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

There were no grievances advanced to and sustained in arbitration in FY00 and none have occurred to date in FY01.

**Benchmark:**

Not known.

**Measure: The number of contested classification actions.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

There were no contested classification actions in FY00 and none have occurred to date in FY01.

**Benchmark:**

Not known.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs Modification</i>
• The number of late penalties for payroll or vendor payments.		X			
• The number of audit exceptions.		X			
• The number of procurement protests.		X			
• The number of union employees in the department who file grievances compared to other departments.			X		
• The number of grievances advanced to and sustained in arbitration.			X		
• The number of contested classification actions.			X		

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## Banking, Securities and Corporations

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The mission of the Division of Banking, Securities, and Corporations is to

- (1) maintain a stable financial network in the state for the safe conduct of financial services;
- (2) protect securities investors;
- (3) provide in-state and out-of-state businesses with a legal structure enabling them to transact commerce in the state.

**Measure: The number of members of the public who use forms provided by the division over the Internet for filing complaints and requests for exemptions.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY99, the division provided no Internet-based forms, so there was no use of this medium by Alaskans.

In FY00, about 80% of complaints and exemption filings have utilized the web-based forms provided by the division.

In FY01, about 90% of complaints and exemption filings have utilized the web-based forms provided by the division. The vast majority of filers using these forms are completing them on-line and then mailing them in. The section is working towards providing a "submit" feature on these forms for complete on-line processing.

**Benchmark:**

Not applicable. There are no known benchmarks for this activity.

**Background and Strategies:**

The division developed Internet-based forms to standardize filings and make it easier for Alaskans who want to file a complaint or an application for exemption from registration.

The strategy: to provide as much information and forms via the Internet as possible in order to improve the ease and accessibility for the public, and to make their availability known through Internet advertising, public meetings, and personal contacts.

**Measure: The number of uncollected fines that have not been converted to court judgment.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

- FY99 of 8 fines levied, 4 fines were collected, leaving 4 needing action.
- FY00 through FY01, as of 10/27/00, there were 4 fines reduced to judgment, 1 partially collected, and one abandoned, leaving 2 needing action.

**Benchmark:**

The goal is to reach a point where all fines are either collected or converted to court judgment.

**Background and Strategies:**

Sometimes respondents refuse to pay fines. In order to improve the division's ability to take collection actions against them through the courts of any state, the division may petition to have an administrative fine converted to a court judgment (called "reducing an administrative fine to judgment"). The U.S. Constitution provides that a court judgment from one state is given full faith and credit in all states, so the fines should then be collectible wherever the violators and their property are found. This authority was obtained through amendments to the Alaska Securities Act, effective October 1, 1999.

**Department of Community & Economic Development  
Mission and Performance Measures**

With the change in the law, the division will file the appropriate applications to Superior Court to convert these fines to judgment. This is a new process, and the first such application was filed in December 1999. Once that is achieved, the division will attempt to enforce the court's judgment and collect the fine. Once the procedures are developed, it will become the division's routine to take these actions.

**Measure: The time taken to respond to and resolve complaints.**  
(Added by Legislature in FY2001 version.)

**Current Status:**

Complaint response time

- FY99....7 days
- FY00....5 days
- FY01....5 days, as of 10/27/00

Complaint resolution time:

- FY99....116 days
- FY00....75 days
- FY01....80 days, as of 10/27/00

**Benchmark:**

Not applicable. There are no benchmarks for this measure. The time it takes to resolve complaints is affected by the complexity of the case.

**Background and Strategies:**

Assisting Alaskans with their investment problems by responding to their complaints, and taking actions to resolve those complaints is a critical part of the division's efforts to protect investors. Timeliness is an important aspect of that process.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• The number of members of the public who use forms provided by the division over the Internet for filing complaints and requests for exemptions.		X			
• The number of uncollected fines that have not been converted to court judgments.		X			
• The time taken to respond to and resolve complaints.		X			

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## Insurance

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The mission of the Division of Insurance is to protect and serve the state by regulating all aspects of insurance in Alaska.

**Measure: The average time taken to respond to consumer complaints**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Baseline data is being collected in FY 2001.

**Benchmark:**

We looked at other states similar in size with the same volume of work and found that our number of days for resolutions fell in between theirs, which was 37 to 42 days.

**Background and Strategies:**

FY 2001-85% of formal complaints will have communications sent to the consumer and to the company for their response, or the complaint will be resolved within 40 days. 10% of formal complaints could extend beyond 40 days because of potential violation actions; file review by the Attorney General's office; involvement with other DOI sections; multiple issues or complexity of materials in files being investigated. 5% of formal complaints could extend beyond 40 days due to issues pending additional information from complainant or company; delays due to staff shortages and absences; periods of high complaint volume; or delays due to specialists meeting high priority special assignment deadlines.

**Measure: The average number of days required to process applications and issue licenses and renewals.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

FY99 to FY00 the current average processing time was 10-15 working days.

**Benchmark:**

In Wyoming a state with a similar population our processing time is in-line with theirs which is ten days, even though we have dissimilar laws and regulations.

**Background and Strategies:**

The high number of incomplete applications received complicates measuring the average number of days required to process applications. Currently approximately 75% of all applications submitted are incomplete. To remedy this problem the division is moving to an electronic application process that will substantially reduce if not eliminate the ability to submit an incomplete application. The electronic application will not allow an applicant to submit an application unless all required information is contained in the application.

In FY 2001, a complete application will be processed and a license issued within 5 days of receipt of the application.

For applications that are not complete they are sent notification that the license cannot be processed without additional information. When the necessary information is received a license is issued within 5 days.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Measure: The number of insurance-related civil and criminal investigations completed.**  
(Added by Legislature in FY2001 version.)

**Current Status:**

In FY 2000 the division opened 60 cases, closed 37 and 3 of the cases lead to criminal convictions. We investigate every case that is opened.

**Benchmark:**

Our baseline is to close over 60% of the cases that we open during the year and to present those cases deemed for litigation to the DA's office for prosecution. This compares to the state of Wyoming, which opened 80 cases, closed 49 with 4 cases referred for regulatory action

**Background and Strategies:**

Insurance fraud is widespread through all 50 states. It includes private citizens filing fraudulent claims to insurance companies and insurance agents or companies violating a statute or regulation included in the State of Alaska insurance laws. Prevention of fraud can be reduced through providing more educational materials and having investigators conduct education seminars and speak at professional meetings.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• The average time taken to respond to consumer complaints.		X			
• The average number of days required to process applications and issue licenses and renewals.		X			
• The number of insurance-related civil and criminal investigations completed.		X			

## Investments

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The mission of the Division of Investments is to

- (1) promote economic development through direct state lending within those industries that are not adequately served by the private sector;
- (2) provide interagency and interdepartmental loan servicing of other loan portfolios.

**Measure: Small Business Economic Development Revolving Loan Fund - Create or save at least one job for every \$10K loaned in this program.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

During fiscal year FY00, \$507,522 was loaned to Alaska small businesses. 117 jobs were created and 8 were saved.

**Benchmark:**

There are no current statistics available at this time.

**Background and Strategies:**

In many areas of the state, individuals wishing to start a small business have had virtually no chance of receiving financing without assistance from a program such as this. In June 1988 the Economic Development Administration (EDA) approved the Alaska Department of Commerce and Economic Development's original application to establish a Revolving Loan Fund (RLF). The funding approved for the original RLF totaled \$600,000 (\$350,000 from EDA and \$250,000 from the State of Alaska). In 1992 the fund was recapitalized with an additional EDA Grant, in the amount of \$450,000 and matching state funds in the amount of \$200,000. The RLF program has proven to be a very useful tool in the Department's overall rural small business and economic development program. In 1998 the department applied for and was awarded a \$600,000 grant to recapitalize this program. The grant was awarded by the EDA and was matched with \$200,000 from the Alaska Industrial Development and Export Authority to provide a total of \$800,000 for new loans. A total of 7 loans were made during the past fiscal year under this program, resulting in the creation of over 70 jobs in areas of the State that have experienced low per capita income or high unemployment. This division will continue to provide this financing by:

- Marketing this program through brochures, conferences, outreach visitation and the Alaska Business Development Center.
- Participating in the Economic Development Funding Forum, talking with other lenders regarding this program.
- Continuing to improve our presence on the Internet by making the loan program information available for viewing and downloading application forms.
- Utilizing the rural staff of Division of Community and Business Development (CBD) to promote this program.

**Measure: Commercial Fishing Revolving Loan Fund - Maintain the proportion of commercial fishing permits held by Alaskans at 75% or higher.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

Through FY99, the proportion of permits held by Alaskans was 78%, an increase of 1% over the last three years.

**Benchmark:**

Other than our twenty-five year loan history, there are no other programs similar to this loan program.

**Background and Strategies:**

The commercial fishing industry continues in flux as world markets adapt to the changing supply of fish from fish farms as well as the more traditional fishing fleets. The salmon markets have been significantly affected, and as a result, they have been extremely volatile for the past several years. It is important that Alaska maintains its place in the worldwide salmon market during these changing times to assure our place for the future. This loan program offers a relatively modest financing program for Alaska resident commercial fishing harvesters. The division's effort is to maintain the proportion of commercial fishing permits held by Alaskans at 75% or higher. To achieve this goal this division will:

- Work with Alaska resident fishermen requesting financing for the purchase of permits.
- Work with Alaska resident fishermen requesting financing for gear, vessel upgrades and/or improvements.
- Travel to fishing communities all over the state to assist them in their planning for financing their on-going fishing businesses.
- Travel to fishing communities all over the state to assist them in solving tax related problems.
- Continue to work with the Alaska Business Development Center, assisting fishermen through our Fisheries Business Assistance Grant.

**Measure: Fisheries Enhancement Revolving Loan Fund - Provide hatchery reared salmon to Alaska commercial fisheries at a harvest value of \$40M or more per year.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

During calendar year 1999 (the most current information available), the harvest value of the hatchery reared salmon was \$46.8M. Preliminary Alaska Department of Fish & Game figures for the 2000 season put the number somewhere around \$2.7, making it the fifth largest contribution since the inception of the program.

**Benchmark:**

There is no comparable program.

**Background and Strategies:**

In 1976, the Alaska Legislature responded to the need for increased production of salmon by creating the Fisheries Enhancement Revolving Loan Fund (FERLF). The purpose of this program was to promote enhancement of the State's fisheries. This division will continue to promote this enhancement by:

- Granting long-term, low interest loans for hatchery planning, construction and operation.
- Providing grants to Regional Corporations for organization and planning purposes.
- Work with hatcheries to insure that adequate funds are available for their continued operation.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• Small Business Economic Development Revolving Loan Fund – Create or save at least one job for every \$10K loaned in this program.</li> <li>• Commercial Fishing Revolving Loan Fund - Maintain the proportion of commercial fishing permits held by Alaskans at 75% or higher.</li> <li>• Fisheries Enhancement Revolving Loan Fund - Provide hatchery reared salmon to Alaska commercial fisheries at a harvest value of \$40M or more per year.</li> </ul>			X		
			X		
			X		

**International Trade and Market Development**

The mission of the Division of International Trade and Market Development is to increase international trade and investment in Alaska.

**Measure: Number of trade leads in international trade and development.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

No baseline number as yet. Current year will be the baseline. Beginning FY01, the division will maintain records to quantify the number of trade leads distributed to Alaska exporters, overseas buyers, film community, and other Alaska businesses.

**Benchmark:**

These records will be compared to similar surveys by national organizations supporting economic development, for example, surveys done by the National Association of State Development Agencies (NASDA).

**Background and Strategies:**

Raise visibility of Alaska as potential source for goods and services, and a place to do business, via promotions, trade shows, seminars, and through efforts of Alaska's trade representatives overseas.

**Measure: Number of Alaska firms that export products and services.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

No definitive information available for total number of Alaska companies involved in exporting activities.

**Benchmark:**

Most recent figures for number of new companies exporting are from a study done by the U.S. Census Bureau for the years 1992-97. This information is available on an annual basis from the US Census Bureau, often following a substantial lag time.

**Department of Community & Economic Development  
Mission and Performance Measures**

Beginning in FY01, the division will use two numbers to determine number of Alaska firms exporting: Census Bureau's reported figures, and division's tracking of Alaska firms to which the division provides information and assistance.

**Background and Strategies:**

Provide market information and assistance to export-ready Alaska companies; assist smaller and new-to-export firms to test the waters overseas through relatively inexpensive means; conduct matchmaking via trade missions, inbound and outbound.

**Measure: Dollar value of exports from the state.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In 1999 the dollar value of exports from Alaska increased 31% from 1998 to \$2.6 billion.

**Benchmark:**

During 1999, the dollar value of all U.S exports increased 1.8% from 1998 to \$692.8 billion. This information is recorded and reported by the U.S. Census Bureau. Figures are derived from Export Statistics, State of Origin series.

**Background and Strategies:**

Information and assistance to Alaska companies to initiate or expand export business activities; research potential niche-market opportunities for value-added products.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• Number of trade leads in international trade and development			X		
• Number of Alaska firms that export products and services			X		
• Dollar value of exports from the state			X		

**Alaska Aerospace Development Corporation**

The mission of the Alaska Aerospace Development Corporation is to promote aerospace-related economic growth and to develop corresponding technologies and support services.

**Measure: Successfully complete 4 launches from the Kodiak Launch Complex (KLC) in FY02.**

*(Revised from Legislature's FY2001 version.)*

**Current Status:**

AADC is targeting four launches for FY2002; one for Lockheed Martin in August 2001, one for the Air Force and two for the US Army in FY02. Contract negotiations are complete with Lockheed and preliminary contracts have been developed for the government missions.

**Benchmark:**

Being developed. The KLC is the first facility of its kind - the only complete launch complex owned and operated by a state.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Background and Strategies:**

There have been two launches from the KLC - one in FY99, one in FY00 and two projected in FY01. Lockheed Martin's Athena will be the first commercial vehicle to be launched from the KLC in August 2001.

AADC received a marketing/commercialization grant from the Alaska Science and Technology Foundation to be expended over a three-year period. The purpose of the grant is to reach out to as many potential customers as possible and solidify launch contracts for the KLC. A technical marketing component of the grant will assist in contract development and negotiation as well as explore KLC enhancements that could broaden the customer base.

**Measure: Demonstrate economic impact from KLC launch activities of at least \$2 million in FY02.**  
(Revised from Legislature's FY2001 version.)

**Current Status:**

The University of Alaska Anchorage, Institute of Social and Economic Research (ISER) performed an analysis of the inaugural launch from the KLC. Based on actual expenditures, ISER determined the total economic effect for the state to be \$1.3 million in sales and \$450,000 in payroll.

**Benchmark:**

Being developed. There is no data available for comparison from other states.

**Background and Strategies:**

There is a direct relationship between the number of launches from the KLC and the economic benefit to the State of Alaska. AADC will continue to promote utilization of the facility and monitor the economic benefits that result. AADC will also encourage use of local resources for supplies and services to maximize the effect within the state.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs Modification</i>
• The excess earnings (or dividend) per launch.			X		
• The new permanent jobs created			X		
• The number of launches per year.			X		
• The new space-related technologies brought to the state.			X		
• The economic impact of launch activities expressed in dollars.			X		

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## Alaska Seafood Marketing Institute

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The mission of the Alaska Seafood Marketing Institute is to increase worldwide consumption of Alaska seafood.

**Measure: The increase in the development of new markets.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

ASMI is developing new retail and foodservice partnerships in areas of value-added products with non-commercial accounts and corporate divisions and increasing demand for Alaska seafood product usage via Alaska Seafood brand oriented marketing Programs.

**Benchmark:**

ASMI will use its own FY01 volume of pounds sold figures as a baseline for FY02.

**Background and Strategies:**

**Background:**

- A \$5 million grant to ASMI to assist the Alaska salmon industry against the impact of imported farmed salmon has been incorporated into ASMI's next three fiscal years' budgets.
- ASMI has increased the amount of funds for domestic marketing programs through the grant. The board has approved carrying forward a substantial amount of funds to serve as the match for the federal grant and to even out the potential shortfall expected due to loss of fish revenue.

**Strategies:** A three-year Strategic Marketing Plan (starting FY 01) has been implemented to create a dynamic market-driven environment that will expand the global consumption of Alaska seafood products by fostering growth opportunities within the food industry through collaborative marketing and quality assurance efforts.

- All species of seafood will benefit from the enhanced salmon marketing effort funded by the federal grant.

**Measure: The increase in pounds of seafood sold.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY00 21,000,000 lbs of Alaskan Seafood and over 1,600,000 U.S. Category Volume equivalent cases of canned salmon sold in ASMI sponsored Retail promotions. Over 4,000,000 lbs of Alaskan Seafood sold during ASMI Foodservice sponsored promotions.

**Benchmark:**

ASMI will use its own FY01 volume of pounds sold figures as a baseline for FY02.

**Background and Strategies:**

**Background:**

- A \$5 million grant to ASMI to assist the Alaska salmon industry against the impact of imported farmed salmon has been incorporated into ASMI's next three fiscal years' budgets.
- ASMI has increased the amount of funds for domestic marketing programs through the grant. The board has approved carrying forward a substantial amount of funds to serve as the match for the federal grant and to even out the potential shortfall expected due to loss of fish revenue.

**Department of Community & Economic Development  
Mission and Performance Measures**

Strategies: A three-year Strategic Marketing Plan (starting FY 01) has been implemented to create a dynamic market-driven environment that will expand the global consumption of Alaska seafood products by fostering growth opportunities within the food industry through collaborative marketing and quality assurance efforts.

- All species of seafood will benefit from the enhanced salmon marketing effort funded by the federal grant.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• The increase in the development of new markets.		X			
• The increase in pounds of seafood sold.		X			

**Alaska Science and Technology Foundation**

The mission of the Alaska Science and Technology Foundation (ASTF) is to support the development and application of science and technology.

**Measure: The number of new jobs from technology projects.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

In September 2000, ASTF surveyed 99 technology project grantees and received responses from 88 grantees. The surveys were sent to grantees that had completed their grant work within the last five years as well as active grantees that are farther along with their project or product development.

245 full time equivalent jobs were reported by 46 out of 88 technology project grantees.

**Benchmark:**

Suggested benchmarks are an average of five jobs per grantee for those grantees reporting jobs and at least 50% of technology project grantees reporting jobs. This ratio reflects that grantees have both technical and business hurdles to achieve. ASTF co-invests in early stage business concepts prior to the concept becoming 'bankable'.

**Background and Strategies:**

ASTF co-invests in new and existing firms that use science or technological innovation to grow their business and achieve Alaska economic benefit. To achieve new job/revenue creation, ASTF co-invests in firms that have strong business plans, management capability, and plans for post-ASTF grant funding if required.

**Measure: The new revenue from technology projects.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

\$20.2 million in new revenues were reported by 45 out of 88 technology project grantees.

**Benchmark:**

Suggested benchmarks are an average of \$250,000 per grantee for those grantees reporting revenues and at least 40% of the technology project grantees reporting jobs. This percentage

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**Department of Community & Economic Development  
Mission and Performance Measures**

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(40%) is less than the suggested 50% percentage of grantees reporting jobs because developments jobs are required prior to the onset of sales.

**Background and Strategies:**

ASTF co-invests in new and existing firms that use science or technological innovation to grow their business and achieve Alaska economic benefit. To achieve new job/revenue creation, ASTF co-invests in firms that have strong business plans, management capability, and plans for post-ASTF grant funding if required.

**Measure: The percentage of technology project grantees in business because of ASTF grants**  
*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

53% (47 out of 88) reported being in business because of their ASTF grant

**Benchmark:**

50% is suggested.

**Background and Strategies:**

ASTF co-invests in new business concepts in a portfolio of both new and existing firms. Most Alaskan firms cannot afford R&D projects or risk. New firms offer exciting growth possibilities. Existing firms seeking to add a new business line offer business experience and infrastructure, managerial and financial depth, and support services.

**Measure: The increase in student achievement in math and science as a result of ASTF teacher grants**

*(Revised from Legislature's FY2001 version.)*

**Current Status:**

ASTF also surveyed 50 FY99 teacher grantees and received responses from 34, a 68% response rate. About 80 students participated in each teacher grant.

37% greatly increased, 49% increased, 13% no change, 1% decreased, 0% greatly decreased

**Benchmark:**

At least 80% increased or greatly increased. Benchmark was revised only to separately measure increase in both student achievement and student interest in math and science

**Background and Strategies:**

ASTF develops Alaska's capacity for science and engineering by funding competitive science, math and technology classroom projects for Alaska K-12 students. These projects have been highly successful in developing students' interest and achievement in math, science and technology. In addition to funding approximately 50 new teacher grants per year, in FY 01 ASTF will begin targeting critically understaffed career fields through specialized teacher grant offerings in addition to the main Direct Grants to Teachers program.

**Measure: The increase in student interest in math and science as a result of ASTF teacher grants**  
*(Revised from Legislature's FY2001 version.)*

**Current Status:**

42% greatly increased, 46% increased, 12% no change, 1% decreased, and 0% greatly decreased

**Benchmark:**

At least 80% increased or greatly increased.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Background and Strategies:**

ASTF develops Alaska's capacity for science and engineering by funding competitive science, math and technology classroom projects for Alaska K-12 students. These projects have been highly successful in developing students' interest and achievement in math, science and technology. In addition to funding approximately 50 new teacher grants per year, in FY 01 ASTF will begin targeting critically understaffed career fields through specialized teacher grant offerings in addition to the main Direct Grants to Teachers program.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• The number of new jobs from technology projects.	X				
• The new revenue from technology projects.	X				
• The percentage of technology project grantees in business because of ASTF grants.	X				
• The increase in student achievement and interest in math and science as a result of ASTF teacher grants.	X				

**Alaska Industrial Development and Export Authority**

The mission of the Alaska Industrial Development and Export Authority is to create jobs through economic development and diversification.

**Key Performance Measures for FY2002**

**Measure: Create at least 250 new jobs for Alaskans in FY 2002 by providing financial assistance to economic development projects that meet defined criteria for feasibility and financial success.**  
(Revised from Legislature's FY2001 version.)

**Current Status:**

In FY 2000 AIDEA funded loan participations totaling approximately \$30 million, creating approximately 530 construction jobs and 295 new jobs.

**Benchmark:**

No other state in the nation has a public development corporation identical to AIDEA.

**Background and Strategies:**

AIDEA provides the financing mechanisms necessary to participate in long-term commercial loans, and to own projects that promote economic development.

In FY 2002, AIDEA will purchase \$30.0 million in loan participations with financial institutions; and participate in or guarantee \$5.0 million in small rural loans.

AIDEA will continue to work with the private sector to develop infrastructure projects that AIDEA can own and lease to the private sector, complimenting private sector investment.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Measure: Maintain a loan delinquency rate at or lower than the average loan delinquency rates of Alaskan banks.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In August 2000, AIDEA's delinquency rate on loan participations dropped to 0.71 percent. This is a lower delinquency rate than most banks average. This is down from a 1.47 percent delinquency rate for the previous fiscal year.

**Benchmark:**

Delinquency rates can not be directly controlled by AIDEA. Delinquency rates are more a result of the economy. However, through prudent business practices, AIDEA can make knowledgeable decisions on participating in loans that will help diversify Alaska's economy and create jobs for Alaskan.

**Background and Strategies:**

AIDEA will continue to carefully review all loan participation requests from banks to help insure that each business receiving the loan can produce adequate revenues to repay the loan and that AIDEA's loan portfolio remains strong.

AIDEA will monitor its loan portfolio monthly and work with businesses to help insure their loans are current.

AIDEA will insure its loan portfolio is diverse regionally and by industry sector.

**Measure: Annually AIDEA will provide a dividend to the State based on AIDEA's net income for the fiscal year two years before the year the dividend is to be paid (the "base year").**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Since the Dividend Program became law in 1996, AIDEA has provided \$91.5 million to the General Fund in the form of a dividend.

**Benchmark:**

AIDEA's Dividend Program is unique to the agency.

**Background and Strategies:**

Through prudent business practices and a guiding investment policy, AIDEA will continue to produce net income, thereby allowing AIDEA to provide a dividend to the General Fund to fund other important programs.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• Number of permanent jobs created			X		
• the loan delinquency rates		X			
• Provide a dividend to the General Fund		X			

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## Alaska Energy Authority

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The mission of the Alaska Energy Authority is to tap Alaska's natural resources and new technology to achieve the lowest reasonable consumer power costs.

**Measure: Amount of revenue created by projects owned by the Authority.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY 2000 the AEA-owned projects generated \$25,259,000 in revenues from operating plants and \$2,766,000 of investment and other income. The income was offset by expenses in excess of revenues.

**Benchmark:**

The projects owned by AEA were built as infrastructure projects to provide lower-cost energy to Alaskans and were not intended as a source of revenue. AEA works to maximize the revenues at the projects to offset operating expenses.

**Background and Strategies:**

AEA administers the outstanding long-term debt of the AEA-owned projects, which is in excess of \$300 million, and administers special trust funds relating to the facilities. To the extent feasible, AEA contracts the direct operating, maintenance and repair responsibilities of the AEA-owned facilities to the operating utilities and works with the operating utilities to lower operating costs and improve efficiencies at the facilities owned by AEA.

**Measure: Number of unscheduled outages of hydroelectric projects owned by the Authority.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

AEA works closely in an administrative role with the operating utilities to minimize the number of unscheduled outages at the hydroelectric projects owned by the Authority and to insure the projects are operated effectively and efficiently through regular maintenance and budget oversight. The utilities are tasked with providing the necessary service to get the projects back on line when there is an unscheduled outage and provide backup generation when outages occur.

**Benchmark:**

AEA's primary role is to efficiently oversee the operations and maintenance of approximately \$1 billion in electrical generation and transmission facilities in Alaska. AEA is the owner of the facilities with oversight of the project budgets. The utilities operate and maintain the facilities. Prior to 1993, AEA had a staff of seventeen (17) to monitor the operations of the projects, providing detailed reports on operations, including unscheduled outages. AIDEA currently provides one staff position to provide oversight of the project operations and maintenance. Due to lack of resources, detailed reporting has been discontinued.

**Background and Strategies:**

On January 31, 2000, a heavy snow fall downed the Solomon Gulch hydroelectric project transmission line in Thompson Pass. Copper Valley Electric Association (CVEC) repaired and returned the transmission line to service on March 10th with AEA oversight. CVEC supplied diesel generation and hydroelectric backup while the transmission line was out of service.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Measure: Number of four dam pool project repairs and upgrades completed on time and within budget.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

AEA initiates regular maintenance and repair to the four dam pool projects and provides administrative and budget oversight to insure the projects are completed on time and within budget. Repairs and upgrades initiated in FY 2000 include:

- In June the 2000 contractor began tunnel repairs at the Terror Lake hydroelectric project. A majority of the project was completed by October 31, 2000. Work will continue to complete the sedimentation discharge system.
- AEA is working with the Ketchikan Public Utility to repair the turbine guide bearings at the Swan Lake hydroelectric project. In addition, a failed corrugated metal culvert was repaired to maintain the integrity of the dam.
- Completed Phase III of the Tyee Lake hydroelectric project transmission lines in November 1999 and reviewed the protective relaying screen.
- Completed the Swan Lake hydroelectric project underground storage in November 1999.

**Benchmark:**

As the owner of the four dam pool projects, it is AEA's responsibility to insure the assets are protected and the integrity of the projects is maintained.

**Background and Strategies:**

AEA initiates repairs and upgrades as necessary to maintain the AEA-owned projects built over a decade ago. In FY 2002, AEA will work with the operating utilities to complete the following:

- Complete the Terror Lake sedimentation discharge system upgrade.
- Evaluate a major overhaul of the Swan Lake generator and turbines.
- Sale of the four dam pool projects to the operating utilities and/or communities.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs Modification</i>
• Number of unscheduled outages of hydroelectric projects owned by the Authority.			X		
• Number of four dam pool project repairs and upgrades completed on time and within budget.			X		
• Amount of revenue created by projects owned by the authority			X		

## Regulatory Commission of Alaska

The mission of the Regulatory Commission of Alaska is to regulate public utilities and pipelines in Alaska.

**Measure:** Consider the time required to issue public notice, provide an initial analysis, and render the initial commission determination concerning (1) utility and pipeline filings; (2) competitive offering.

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During FY00, to the best of our knowledge, we complied with the timeliness standards of 3 AAC 48.200 through .440 adopted in December 1999.

**Benchmark:**

Not applicable.

**Background and Strategies:**

The Legislature created the RCA and tasked us with developing and adhering to timeliness standards because of public complaints about the predecessor agency's processes. We have adopted standards and are incorporating processes to measure our progress as part of developing and implementing our management information system.

By the end of FY2002 we should have actual data from our management information system to report on this measure.

### Status of FY2001 Performance Measures

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• Consider the time required to issue public notice, provide an initial analysis, and render the initial commission determination concerning (1) utility and pipeline filings; (2) competitive offering.</li> </ul>			X		

## Rural Energy Programs

The mission of rural energy programs is to lower the cost and increase the reliability of rural utility systems.

**Measure:** The efficiencies created by using economies of scale in upgrades in similar systems.

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Further consultation needed to determine the intent of this measure.

**Benchmark:**

None

**Department of Community & Economic Development  
Mission and Performance Measures**

**Background and Strategies:**

None

**Measure: The average power cost for households receiving power cost equalization compared to average statewide costs.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Average rate for residential customers in rural Alaska in FY98, without PCE rate reduction: 29 cents per kilowatt hour.

Average rate for residential customers in rural Alaska in FY98, after receipt of PCE support: 20 cents per kilowatt hour..

Average rate for residential customers in Anchorage, Fairbanks, and Juneau in 1997: 9.9 cents per kilowatt hour.

**Benchmark:**

The benchmark is the average cost of power in urban Alaska, reported under "current status."

**Background and Strategies:**

Legislation enacted in 2000 includes the following statement of findings by the Legislature:

1. Adequate and reliable electric service at affordable rates is a necessary ingredient of a modern society and a prosperous developing economy.
2. At the current stage of social and economic development in the state, direct participation by the state is necessary to assist in keeping rates in high-cost service areas to affordable levels.
3. Providing a long-term, stable financing source for power cost equalization will permit and encourage the electric utility industry and its lenders to develop plans, make investments, and take other actions that are necessary or prudent to provide adequate and reliable electric service at affordable rates and to meet the health and safety needs of residents of the state.

**Status of FY2001 Performance Measures**

	Achieved	On track	Too soon to tell	Not likely to achieve	Needs modification
<ul style="list-style-type: none"> <li>• Number of bulk fuel and power generation projects on rural energy group priority lists compared to the number completed</li> <li>• The efficiencies created by using economies of scale in upgrades in similar systems.</li> <li>• Average power cost for households receiving power cost equalization compared to average statewide costs.</li> </ul>			X		X

## **Municipal Revenue Sharing**

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The mission of the department with respect to municipal revenue sharing is to provide for the basic needs of citizens by providing pass-through funds to citizens through their local governments.

## **Community and Business Development**

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The mission of the Division of Community Assistance and Business Development is to promote independent local governments and job growth. The mission of the Alaska Regional Development Organization (ARDOR) program is to encourage a healthier economic climate in Alaska by increasing the number of jobs, strengthening existing businesses, attracting new businesses, and encouraging economic diversification.

**Measure: The number of communities successfully managing new sewer and water systems.**  
(Developed jointly with Legislature in FY2001.)

**Current Status:**

Completed or virtually completed systems amount to 97 rural systems since efforts began to build such systems. No data was provided that identified how many of these were completed in FY 00.

26 communities are not considered to be successful. These communities have been identified as chronic violators of environmental regulations related to the operation of water and wastewater systems.

**Benchmark:**

Not applicable.

**Background and Strategies:**

Time frame for measurement is FY 00

New water and sewer systems - defined as a sanitation project completed. The project as envisioned in the original project design has been achieved and the project substantially adds customers or upgrades facilities. It would exclude refurbishment or replacement of existing systems. Source of data: Alaska Native Tribal Health Consortium, DEC's Facility Construction and Operation Division

Successfully manages - defined as operating without major interruption of service and without substantial violations of water quality, waste discharge and environmental regulations. Source of data: Substantial Noncompliance List in DEC, community data.

**Measure: The number of Alaskans employed year-round in the visitor industry.**  
(Developed jointly with Legislature in FY2001.)

**Current Status:**

Data will be available in Fall 2001.

**Benchmark:**

Not applicable.

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**Department of Community & Economic Development**  
**Mission and Performance Measures**

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**Background and Strategies:**

Data is being gathered through the Alaska Visitors Statistics Program administered by the Division of Community and Business Development. Tourism industry employment data is not easily discernable through the Standard Industrial Classification (SIC) system utilized by the Department of Labor and Workforce Development.

**Measure: The number of CDQ-related (community development quota related) jobs in Western Alaska**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

There were 1348 CDQ related jobs created in 1999. These jobs included positions on offshore factory trawlers, onshore processing plants, CDQ halibut plants & halibut fisheries, and various management positions within the six CDQ groups.

**Benchmark:**

Not applicable.

**Background and Strategies:**

The data for this Measure was taken from the 1999 CDQ Quarterly Reports.

**Measure: The number of communities that are insolvent.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

There are a total of 47 municipalities that are insolvent as of 11/02/00.

**Benchmark:**

Not applicable.

**Background and Strategies:**

Insolvent is defined as "a community that is unable to pay its debts as they fall due in the usual course of business."

**Measure: How much, expressed as a percentage, local governments rely on revenue sharing in their general operating budgets.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

The average percentage calculated is 10.2%. There were 161 local governments with a range from 71.29% to .27%.

**Benchmark:**

Not applicable.

**Background and Strategies:**

The percentages were calculated by Bill Rolfzen, DCED/DCBD. A listing of the governments and the percentages and figures used in the calculations is available upon request.

**Measure: The number of coordinated regional efforts resulting in the creation of new business opportunities.**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

There are 31 coordinated regional efforts resulting in creation of new business opportunities.

**Department of Community & Economic Development  
Mission and Performance Measures**

**Benchmark:**  
Not applicable.

**Background and Strategies:**

The legislature intends to measure the success of the ARDOR program in achieving its mission by considering this Performance Measure. The information in this Performance Measure was taken from the ARDOR grant applications.

**Measure: The percentage of goals identified through regional processes that are achieved.**  
(Developed jointly with Legislature in FY2001.)

**Current Status:**

The percentage of goals identified through regional processes that are achieved is an average of 53%.

**Benchmark:**  
Not applicable.

**Background and Strategies:**

The legislature intends to measure the success of the ARDOR program in achieving its mission by considering this Performance Measure. The information in this Performance Measure was taken from the ARDOR grant applications. The goals used in the calculation are the grantees' goals.

**Measure: The amount of nonstate funds leveraged by ARDOR grants.**  
(Developed jointly with Legislature in FY2001.)

**Current Status:**

The amount of nonstate funds leveraged by the ARDOR grants is \$3,333,264.

**Benchmark:**  
Not applicable.

**Background and Strategies:**

The legislature intends to measure the success of the ARDOR program in achieving its mission by considering this Performance Measure. The information in this Performance Measure was taken from the ARDOR FY02 grant applications.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• The number of communities successfully managing sewer and water systems.		X			
• The number of Alaskans employed year-round in the visitor industry.			X		
• The number of CDQ-related (community development quota related) jobs in Western Alaska.		X			
• The number of communities that are insolvent.		X			
• How much, expressed as a percentage, local governments rely on revenue sharing in their general operating budgets.		X			

**Department of Community & Economic Development  
Mission and Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• The number of coordinated regional efforts resulting in the creation of new business opportunities.</li> <li>• The percentage of goals identified through regional processes that are achieved.</li> <li>• The amount of nonstate funds leveraged by ARDOR grants.</li> </ul>		X			
		X			
		X			

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## Occupational Licensing

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The mission of the Division of Occupational Licensing is to ensure that competent professional and commercial services are available to Alaska consumers

**Measure: the time taken for investigation of licensing law complaints**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

In FY 2002 the division will work to reduce the amount of time between the opening of cases and the issuance of a formal accusation, a settlement document or the decision to close the case without action.

**Benchmark:**

Unknown

**Background and Strategies:**

The division opens from 450 to 550 investigation cases each year. Most of these cases are initiated by citizen complaints against licensed professionals, however, others are initiated by the division. Cases are closed when the division determines that no formal charge will be made against the license holder, when disciplinary action is taken, or when a hearing determines the licensee did not violate the law. Many factors affect the length of time a specific case remains open including, the priority the division gives to the case based on risk to public health and safety, the overall division case load, the complexity of the investigation, the availability of Department of Law legal services, the hearing officer's schedule, court action and the action of the licensee under investigation. In recent years, insufficient attorney service has been a major contributor to investigative delay. The FY01 budget authorized additional Department of Law services for the division. When vacant attorney positions are filled, the division anticipates a reduction in investigation time. Quick closure of cases cannot be an isolated goal, because investigative thoroughness is also essential to protect consumers.

**Measure: whether the division increases the number of opportunities to take occupational licensing examinations by at least 25 percent in the fiscal year ending June 30, 2001**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

The division will increase the frequency of division-controlled written exams from quarterly to monthly for all of FY02, thereby achieving the performance measure.

**Benchmark:**

The frequency of exams in other small-population states is unknown.

**Background and Strategies:**

Many professionals cannot qualify for licenses and begin working without first passing an exam. Exams must be conducted properly and securely to render accurate results. The quality of exam administration by private proctors has been uneven. Alaska's size makes travel to a central exam site expensive for license applicants. The division currently offers the above referenced written exams four times each year in Anchorage, Juneau and Fairbanks. The division will designate a clerk in Anchorage and Fairbanks who will administer exams one day each week and supervise additional private proctors. This will result in the Fairbanks office being closed to the general public on Fridays.

**Department of Community & Economic Development**  
**Mission and Performance Measures**

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• the time taken for investigation of licensing law complaints</li> <li>• whether the division increases the number of opportunities to take occupational licensing examinations by at least 25 percent in the fiscal year ending June 30, 2001</li> <li>• whether the division converts the business license classification system to a new, more detailed classification system in the fiscal year ending June 30, 2001</li> </ul>	X				X

# Alaska



Department of  
Community and  
Economic Development

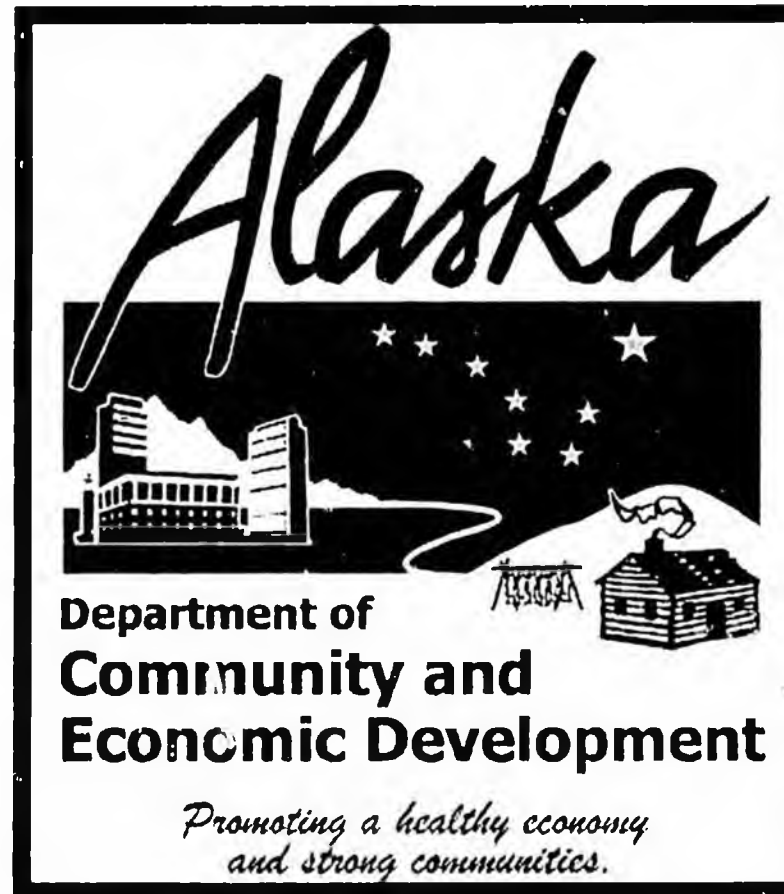
# Missions and Performance Measures Overview



Deborah B. Sedwick, Commissioner  
January 2001

1/11/01

# Mission



SB 281 mission: promote independent communities and economic development in Alaska

# How do Department Programs Contribute to the Mission?

- **Consumer protection** through regulation of business;
- **Economic development** through advocacy programs which develop, strengthen, and diversify Alaska's economic base, increase employment opportunities, and stimulate private enterprise; and
- Advise, assist and coordinate efforts of local governments, individuals, and organizations so **communities** can effectively provide essential public services.

# The Department is Comprised of 7 Divisions

- Division of Banking, Securities and Corporations
- Division of Community and Business Development
- Division of International Trade and Market Development
- Division of Occupational Licensing
- Division of Insurance
- Division of Investments
- Division of Administrative Services

# And 6 Independent Agencies



- Alaska Aerospace Development Corporation
- Alaska Industrial Development and Export Authority
- Alaska Railroad Corporation
- Alaska Seafood Marketing Institute
- Alaska Science and Technology Foundation
- Regulatory Commission of Alaska

# Boards and Commissions

*“Integration not  
duplication”*

- **Alaska Aerospace Development Corporation**
- Alaska Coastal Policy Council
- Alaska Commission on Aging
- Alaska Housing Finance Corporation
- Alaska Human Resource Investment Council
- **Alaska Industrial Development and Export Authority**
- **Alaska Energy Authority**
- **Alaska Railroad Corporation**
- Alaska Royalty and Gas Development Advisory Board
- Alaska Student Loan Corporation
- **Board of Marine Pilots**
- Gasline Cabinet
- Municipal Bond Bank Authority
- **Power Project Loan Committee**
- State Bond Committee
- Telecommunication Information Council

# Customers of Department Programs

## **Regulation of Business**

**Alaskans**

**Business throughout the world**

**Communities and Municipalities in which businesses operate**

## **Economic Development**

**Alaskans**

**Alaska Businesses**

**United States Businesses**

**Foreign Businesses**

## **Assistance to Local Governments, individuals, and organizations**

**Alaskans**

**Municipal governments**

**Non-profit organizations**

**Villages and Tribes**

# Performance Measures

# Consumer Protection

- Reduce response time up to 25 percent by the end of FY03 for the filing and retrieval of licensing and corporate documents, by providing forms and information on the Internet and using e-commerce.

# Improved Customer Service



- On-line purchase/renewal of Alaska Business Licenses began in 2000
- Alaska first among states in the nation to offer on-line service
- Currently 74,000 Alaska business licenses
- 2,300 businesses used on-line systems in the first 3 months
- Public can search businesses by category, name, location and owner
- Businesses can have email and web links

# Performance Measures

# Consumer Protection

- **Banking Securities and Corporations**
  - Time taken to respond and resolve complaints.
- **Insurance**
  - Average time taken to respond to consumer complaints.
  - Average number of days required to process applications and issue licenses and renewals.

# Performance Measures

# Economic Development

- Increase the number of Alaskans employed in the visitor industry to 32,000 by the year 2001 with an emphasis on employment in smaller communities and rural areas of the state.

# Performance Measures

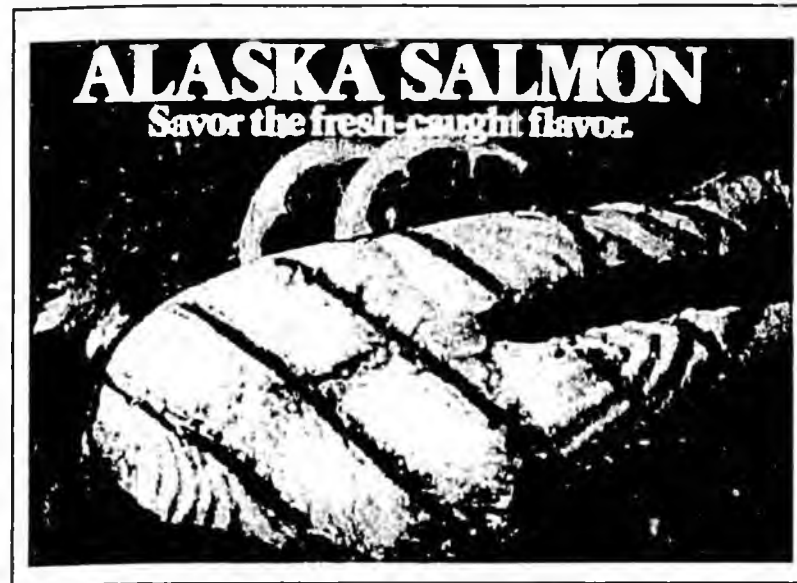
## Economic Development

- The number of trade leads in international trade and development.

# Performance Measures

# Economic Development

- Increase the consumption of Alaska seafood by increasing the volume of product sold through ASMI promotions by 10 percent in FY01.



# Performance Measures

# Community Assistance

- The number of communities successfully managing new sewer and water systems.

# Performance Measures

# Community Assistance

- The number of CDQ-related (Community Development Quota) jobs in Western Alaska.

# Major Difference From Last Year- New Divisions

Division of Municipal  
and Regional  
Assistance

+

Division of  
Trade and  
Development

+

*Division of  
Tourism*

Community and  
Business Development

*and*

International Trade  
and Market  
Development

- Community & Business Development – The Division of Tourism and the development functions of the Division of Trade and Development merged with the Division of Municipal and Regional Assistance (MRAD), effective July 1, 2000.
- International Trade & Market Development – The Division of Trade and Development (DTD) was renamed the Division of International Trade and Market Development.

# Major Difference in Alaska Tourism Marketing

- Alaska Tourism Marketing

1999 legislation, effective July 1, 2000, eliminated the Alaska Tourism Marketing Council and consolidated tourism-marketing contracts into a single state contract with a qualified trade association (QTA)--the Alaska Travel Industry Association (ATIA).

The State is prohibited from conducting any tourism marketing while the contract with the ATIA is in effect. The Alaska Department of Community and Economic Development (DCED) administers the contract.

# Goal

## Strengthen Rural Communities

### Strategies

Technical and financial assistance to communities (deliver essential public services, small business start-up, infrastructure development, etc).

State Revenue Sharing and other sources of revenues to local communities.

Multi-agency rapid response to sudden economic dislocations (SeaCert, Operation Renew Hope).

Rural electric power system support.

Safe/cost effective power generation and bulk fuel storage.

# Goal

## Private Sector and Community Partnerships to Create Jobs for Alaskans

### Strategies

Business intelligence services and trade assistance to connect Alaska exporters and potential customers.

Partner with private businesses, ANCSA corporations, and economic development organizations to promote economic development.

Help plan and develop new tourism opportunities (Alaska Travel Industry Association).

Community Development Quota Program : 1,300 jobs, 25,000 people in Western Communities.

Encourage new international and domestic air carriers to use Alaska (Northwest Airlines).

Jobs Cabinet: Multi-agency solutions to improve economic climate in rural Alaska.

# Goal

**Market Alaska/Sell Alaska  
Goods and Services  
Worldwide**

## **Strategies**

Organize Trade Missions (e.g. Governor's Mission to China).

Governor's Business Opportunities Program (corporate board room visits promoting investment in Alaska).

Department services available on the Internet (business licenses, export information).

Special Alaska promotions, trade shows to promote Alaska (Celebrate Alaska, Korean hotel seafood, Familiarization Tours)

# Goal

**Maintain Fair/Consistent  
Alaska Business  
Regulatory Environment**

## Strategies

Universal access to telecommunications while expediting deregulation (RCA).

On-line access to forms and applications for licensed professionals, insurance carriers and corporations.

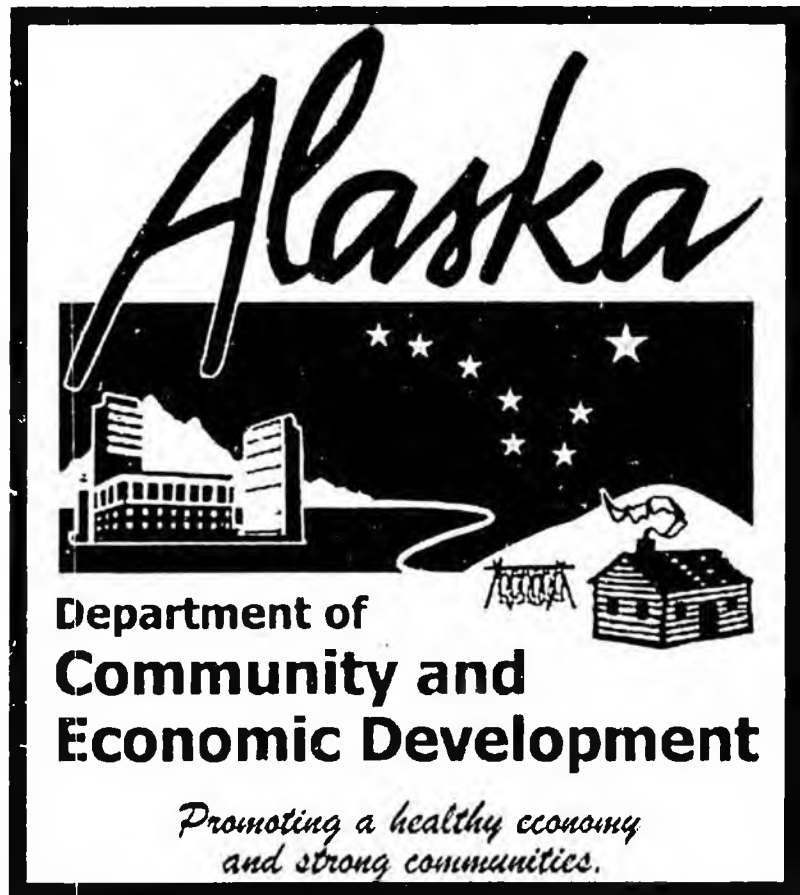
On-line access to information on licensed professionals, insurance carriers and corporations.

# Contact Information

*Budget & Measures  
Contact:  
Tom Lawson, Director of  
Administrative Services*

465-2505

Photo credit:  
former Div. of Tourism unless otherwise noted



## Department of Military and Veterans Affairs

### Mission

1. Provide military forces capable of ready operations
2. Provide for an organized response during emergencies and disasters
3. Train at risk juveniles
4. Coordinate Veterans Programs
5. Assist agencies in suppression of illegal drugs

### Office of the Commissioner

**Measure: The percentage of divisions meeting performance standards**

Current Status: All Divisions met performance standards but as you will see in the presentation some standards need additional clarification or benchmarking

**Measure: The reductions in per unit costs in the department's divisions.**

#### Current Status:

- None, whether units of people costs, units of administration or units of divisions

### Administrative Services

**Measure: The cost of administrative services as compared to the total personnel costs for the department.**

- **Current Status:** The division's statistics are FY 96, 9%; FY 97, 8%; FY 98, 9%; FY 99, 7%; FY 2000, 9%.

**Measure: The number of late penalties for payroll payments and the average vendor payment time.**

#### Current Status:

- The average vendor payment time for FY2000 was 19 days vs the standard of 30 days. We did not have any penalties for late payroll payments.

**Measure: The number of audit exceptions.**

#### Current Status:

- There were no audit exceptions in the last statewide financial audit

### Division of Emergency Services

**Measure: Preparedness as measured by after action reports (added by the legislature)**

1/11/01

**Current Status:**

- The Division of Emergency Services traditionally uses the after action reports to identify if improvements can be made to response efforts.
- The Y2K After Action Report pointed out a need for a cohesive and comprehensive training and exercise program for the SECC Staff and SECC Staff augmentees. As a result, a training and exercise program was approved by the Director. An existing vacancy is being converted to hire a full-time exercise emergency management specialist.
- The need for a Statewide Communications Plan was noted. A first draft of this plan was completed in the summer of CY 2000 and is being refined. The SECC Intelligence Coordinator is working on standardizing routine reports and briefings so that they meet State of Alaska needs as well as Federal Emergency Management Agency requirements. Several improvements to SECC Standard Operating Procedures have been completed such as a uniform information booklet for each position and additional modem lines for support agency liaison personnel. Several community response databases were developed for Y2K use and are continually being refined and updated during DES normal operations.

**Measure: Average time to close out disasters (added by the legislature)****Current Status**

- Over the last 10 years, the average time to close out federal and state disasters was 5 years. Our goal is 18 months for both federal and state.
- The Division of Emergency Services is placing a greater emphasis on closure of disasters. At the present time the Division is working with FEMA to close Southcentral Flood and Millers Reach. Closure will occur in the next few months. The Southcentral Flood occurred in 1995 and Miller's Reach in 1996, five and four years duration respectively. The 1999 Coastal Storm Avalanche disaster will be closed within an estimated 18 months.
- 18 Open disasters; oldest is nine years (1991). 13 State open an average of 4.8 years and 5 federal open an average of 3.8 years.
- The ability to close a disaster is impacted by legal issues, community action, reports, due, ADES inspections and appeals

**Measure: Number of person assisted (added by legislature)****Current Status:**

- On one level, the Division works with communities statewide to plan response to various types of threats. In addition, the Division maintains emergency alerts systems that benefit each citizen of the state. Evaluated at this level, the number of persons assisted would equal the population of the State. On another level, the Division, during an actual response to an event, assists each resident in the area that has been impacted and also the community in the disaster area. The number of times DES provided assistance throughout the state from efforts in training, planning and outreach was 4,325,068.

- The number of people assisted through specific disaster or emergency events was 92,037. This number includes people assisted in the Southcentral Gulf Coast Storm (SCGC), Western Alaska Fisheries Disaster and North Slope Storm. The amount of recovery assistance funds given to individuals was \$10.8 million.

**Measure: Number of lives saved or protected (revised from FY 2001 legislation)**

**Current Status:**

- The estimated number of lives saved or protected by the Division's activities in Alaska this last year was 106,000.

**Measure: Updates to the State Emergency Operation Plan.**

**Current Status:**

- The Division participated and assisted in the development of a working draft "Field Guide to Evacuation Planning and Implementation" for Incident Commanders to use at any event as needed. This coming year this guide will be finalized following the input from it's actual use by various agencies. The Division also developed a draft of the State Emergency Communications Plan and will update this plan to incorporate upcoming changes from the Land Mobile Radio Project. A draft Donations Management Plan and a Community Relations Plan have been completed and distributed to State/federal agencies for input and will also be finalized this upcoming year. The Division has also completed the Weapons of Mass Destruction Plan Annex to the Model Community Plan that is available to all communities for their use.

## **Facilities Maintenance**

**Measure: The percentage reduction in accrued deferred maintenance projects (developed with the Legislature)**

**Current Status:**

- The Deferred Maintenance backlog is \$20.7 million (\$13.6 million Army Guard and \$7.1 million Air Guard) as of July 2000. (GF \$5.7 million, FF \$15.0 million)
- In FY 2001 to 12/2000, we reduced the backlog by 6%. However, \$9.9 million was added to the backlog as a result of our inventory of facilities. (GF \$1.3 million and Federal \$8.6 million) Net growth in backlog 48%. Backlog as of FY 2001 \$29.4 million of which \$6.8 is general fund and \$22.6 federal.
- With the \$1.4 million request for deferred maintenance funding, adequate money for preventative maintenance, and if our yearly inventory of facilities shows no additional growth in the backlog, DMVA will achieve a 5% reduction in the existing maintenance backlog. (\$1.4 million / 29.4 million)

**Measure: number of days lost due to facility-related accidents**

**Current Status:**

- DMVA lost no days due to facility related accidents.

**Measure: Expenditures and estimated cost savings related to energy efficiency measures (added by legislature)**

**Current Status:**

- Required to spend 2.5% of federal funding toward energy projects
- 10-30% increase in overall utility cost due to increases in fuel costs
- Experience with three Federal Scout armories before and after an upgrade to lighting systems shows a 12% reduction in Kilowatt usage, from 12,822 to 11,306 kilowatts for a one year period.

## **Alaska National Guard**

### **Measure: Military efficiency and readiness ratings (added by legislature)**

#### **Current Status:**

- The National Guard will meet its mission
- Military efficiency and readiness ratings are specified by the Department of Defense
- Alaska National Guard Readiness is based on evaluating personnel, equipment and training evaluated quarterly
- The Alaska National Guard has met its readiness standards

### **Measure: Average response time for emergencies (added by legislature)**

#### **Current Status:**

- Rescue Coordination Center for the Air Guard is a federally missioned and resourced program
- There are three response postures for the Air Guard: Short response, 30 minutes; medium, 1 hour 45 minutes; long 3 hours 30 minutes depending upon Air Force fighter operations.
- The Army Guard responds when municipal and state resources are exhausted, based on available manpower and equipment and the ability to muster the same

### **Measure: Number of persons assisted (added by legislature)**

#### **Current Status:**

- All 613,000 Alaskans and indirectly all US citizens are covered under the umbrella of the National Guard
- The National Guard from January to December 2000 flew 337 missions and saved 117 lives two of which were military the rest civilian
- In FY 00 the AK National Guard assisted 36,000 people through our Innovative Readiness Training program
- In FY 00 the AK Army National Guard conducted 110 UH-60 helicopter sorties using 140.2 hours @ 2000/hr for a cost of \$280.4, saved 46 lives and assisted in 8 others
- In FY 01 the AK National Guard has currently assisted 14,500 through our Innovative Readiness Training program
- In FY 01 the AK ARNG has currently flown 51 UH-60 helicopter sorties using 49 hours @ 2000/hr for a cost of \$98.0, and saved 18 lives and 11 Assists

### **Measure: The amount and value of property protected (added by legislature)**

#### **Current status:**

- Unable to quantify

## **Youth Academy**

**Measure: Graduates who receive a GED or reenter high school (added by legislature)**

**Current Status:**

- 68% of the 91 graduates from class 00-1 received a GED or reentered high school
- Nationwide average is 66%

**Measure: Students increasing English or math comprehension one grade level or more (added by legislature)**

**Current Status:**

- Out of the 91 graduates from Class 00-1, students on average increased English comprehension by 3.0 grade levels and math levels by 2.2
- The national average is 1.4 grade levels

**Measure: Enrollees who graduate from the program (added by legislature)**

**Current Status:**

- Of the 110 enrolled, 91 or 82.7% graduated from the 00-1 class
- Target graduation is 100 or 90.9% of those enrolled

**Measure: graduates in school or at work one year after graduation from the program (revised from legislature's FY 2000 version)**

**Current Status:**

- Classes 99-1 and 99-2 have completed their 12-month post residential after care program phase and have a 90.5% and 91.2% success rate respectively. Class 99-3 graduated the residential phase March 24, 2000, and Class 00-1 graduated the residential phase September 15, 2000. Both classes are in their post residential after care program phase and success rate statistics are not yet available.
- Nationwide average is 83%

## **Veterans Services**

**Measure: number of contacts with persons seeking information about veterans' benefits (added by legislature)**

**Current Status:**

- Since July 2000, more than 650 veterans have been visited

**Measure: number of trips to assist rural veterans (added by the legislature)**

**Current Status:**

- Since July 2000, 28 communities of which 17 are rural have been visited

**Measure: The monetary value of benefits obtained.** (developed with the Legislature)

**Current Status**

- During this past year, \$27.5 million (\$50 for every \$1 spent on the program) was secured for Alaskan veterans improving veterans' access to health care, housing and other services vital to their quality of life.
- Since July 2000, \$10,500,000 in veterans benefits has been recovered

**Missions and Measures  
House Finance Committee  
(SLA 2000 Chapter 126)**

**Department of Corrections**

The mission of the Department of Corrections is to protect the public by confining, supervising, and rehabilitating offenders under the custody of the department (SLA 2000 Chapter 126) (Working mission adds: The department will encourage offender rehabilitation through humane, safe, and cost effective confinement and supervision. The department will respect the rights of victims and recognize the dignity inherent in all human beings as it pursues its mission.)

**Office of the Commissioner**

**Mission:** The mission of the Office of the Commissioner is to provide support and direction to divisions within the department.

**Measure 1-**The percentage of divisions that meet assigned performance measures.  
*At this time, all divisions are meeting assigned performance measures.*

**Measure 2-**The percentage of intakes that have been in the Alaska correctional system before.

*In FY00 we had 30,686 total # of bookings, initial and readmits representing:  
19,142 individuals.*

*5,312 initial admits (38% never in AK system before)*

*13,830 readmits (62% were previously booked)*

**Measure 3-**The number of days in which the department's facilities are filled at greater than their emergency capacity.

*Since November of 1999, institutions have seldom reached emergency capacity. During the first six months of FY01 we were under emergency capacity 94% of the time. (over capacity 149 facility days out of 2760).*

**Parole Board**

The mission of the Parole Board is to administer the release of eligible correctional inmates while providing for public safety and for successful integration of parolees into the community.

Parole Board (continued)

*Calendar year 1999 –  
590 full board hearings +  
274 special hearings +  
633 mandatory parolees processed.*

*186 discretionary parole hearings held  
95 granted (51%) granted  
8% revocation rate.*

**The Division of Administrative Services**

The mission of the Division of Administrative Services is to provide support services to departmental programs.

**Measure 1-**The cost of the division compared to personnel costs for the department.

*FY00 Total department personnel expenditures: \$86,366,600.*

*FY00 Total expenditures for Division of Administrative Services \$4,092,600 or 4.7%*

**Measure 2-** The total number of late penalties incurred for payroll or vendor payments.

*FY00 235 out of 75,000 warrants issued.*

**Measure 3-** The number of audit exceptions.

*The Department did not have audit exceptions for FY00*

**Alaska Correctional Industries**

The mission of the Alaska Correctional Industries is to assist in the rehabilitation of inmates by providing marketable work skills.

**Measure 1-** The percentage of program participants who receive jobs after release.

*In tracking the workers who were released, we discovered that most are long-term prisoners. Only 37 of the 181 average monthly workers were released.*

	<i>Not supervised</i>	<i>Working</i>	<i>Not Working</i>	<i>Re-incarcerated</i>
<i>FY01</i>	<i>42%</i>	<i>34%</i>	<i>13%</i>	<i>11%</i>

**Measure 2-** The percentage of sentenced inmates who participate in Correctional Industries.

*FY00 10.9% of an average 1497 sentenced inmates in Alaska correctional centers\**

*FY01 11.8% of an average 1533 sentenced inmates in Alaska correctional centers\**

*\*Does not include inmates housed in Arizona*

### Division of Institutions

The mission of the Division of Institutions is to ensure that the institutions are maintaining an environment for staff and prisoners that promotes positive change and at the same time fulfills the statutory obligation of protecting the public.

### Inmate Programs

The mission of inmate programs is to provide opportunities for positive change and to rehabilitate inmates.

**Measure 1-** The number of inmates who complete programs successfully.

### Substance Abuse Programs

	<i># Admitted in FY00</i>	<i># Completed in FY00</i>	<i>#Admitted in FY01</i>	<i>#Completed in FY01</i>
<i>Basic Alcohol &amp; Drug Education</i>	<i>1,437</i>	<i>497</i>	<i>657</i>	<i>279</i>
<i>Outpatient Admits</i>	<i>270</i>	<i>225</i>	<i>103</i>	<i>104</i>
<i>Aftercare</i>		<i>159</i>		<i>58</i>
<i>FCC Intro. To Tx.</i>	<i>103</i>	<i>N/A*</i>	<i>43</i>	<i>N/A*</i>
<i>Assessments</i>	<i>N/A</i>	<i>822</i>	<i>N/A</i>	<i>330</i>
<i>Formal referrals to Community Tx.</i>	<i>N/A</i>	<i>480</i>	<i>N/A</i>	<i>269</i>
<i>Women's TC</i>	<i>57</i>	<i>21</i>	<i>8**</i>	<i>8**</i>
<i>Men's TC</i>	<i>N/A</i>	<i>N/A</i>	<i>42 beds, all filled</i>	<i>Too early for completions</i>

*\*program is open-ended and offenders remain as long as they are in the institution*

*\*\*This reflect 7/1/00-9/30/00. 2<sup>nd</sup> Quarter report not yet complete.*

### Youth Offender Program

Spring Creek Correctional Center  
Opened August 7, 2000

The Youth Offender Program is a 50-bed unit dedicated and designed to provide an individual structured, holistic program to rehabilitate the youthful offender population within a safe and secure environment. Currently there are 37 offenders transitioning into the program. Their time is structured from 5:40 a.m. to 11:00 p.m. and includes classroom instruction, substance abuse programming (if indicated), cognitive skills and life skills instruction.

### Sex Offender Treatment

Meadow Creek Correctional Center  
60 treatment beds + 18 transition (assessment, etc.)

	# of inmates referred	# of inmates screened out	# of inmates entered	Successful discharges	Removed for cause	Quit
FY00	132	67	34	10	25	7
FY01	53	31	20	5	9	4

58 men were in treatment on 6/30/00 with an average time in program of 13 months  
61 men were in treatment on 12/31/00 with an average time in program of 13 months

Lemon Creek Correctional Center  
24 Pre-treatment/Pre-release beds

	# of inmates referred	# of inmates screened out	# of inmates entered	Successful discharges	Removed for cause	Quit
FY00	41	4	37	9	17	8
FY01	18	3	15	22	1	2

24 men were in treatment on 6/30/00 with an average time in program of 7 months  
24 men were in treatment on 12/31/00 with an average time in program of 4.5 months

### Jail Alternative Services

Jail Alternative Services (JAS) is a case coordination and monitoring project operated by DOC funded by the Alaska Mental Health Trust. JAS provides services to voluntary low risk mentally ill offenders who are diverted from jail to community based treatment.

From 7/1/98 - 6/30/00 54 individuals entered the program. JAS clients showed significant improvements in both clinical and legal recidivism after beginning JAS compared to the 12 months just prior to admission to the program.

### JAS Clinical Recidivism

<i>JAS Clinical Recidivism (n=54)</i>			
	<i>Lifetime Prior to Entering JAS*</i>	<i>12 Months Prior to Entering JAS</i>	<i>Since Entering JAS</i>
<i>Clients w/API Admissions</i>	47 (87.0%)	27 (50.0%)	20 (37.0%)
<i>Total Number of API Admissions</i>	381	55	38
<i>Total Number of Days in API</i>	18,931	707	472

\* JAS Clients had API admission histories beginning in 1967

### JAS Legal Recidivism

<i>JAS Client Arrest Data (n=54)</i>			
	<i>Lifetime arrests prior to JAS</i>	<i>Arrests in 12 months prior to JAS</i>	<i>Arrests since entering JAS</i>
<i>Number of Felony Arrests</i>	77	13	1
<i>Number of Misdemeanor Arrests</i>	404 **	183 **	30
<i>Arrests on Probation Violation *</i>			47
<i>Total Arrests</i>	481	196	78
<i>Total Days Incarcerated</i>	31,748	5,928	1,762
<i>Average Length of Stay in DOC</i>	Mean = 66.0 days	Mean = 30.2 days	Mean = 22.6 days
<i>Average Arrests per Client</i>	8.9 arrests	3.4 arrests	1.4 arrests

\* Probation violation information for periods prior to entering JAS was not available.

\*\* The number of misdemeanor arrests for these periods contain both new misdemeanors and misdemeanor probation violations.

### HMCC Women's Psychiatric Unit

In January of 1998, DOC initiated an 18 bed inpatient unit for mentally ill female offenders at Hiland Mountain Correctional Center. DOC developed performance measures and has succeeded in meeting its goals.

*Performance measures are based on the 50 women discharged from the unit from 7/1/99-12/31/99.*

Percent of mentally ill female inmates who have a reduction in the severity of symptoms of mental illness upon discharge from the unit.

- 43/50 (86%) reduced acuity at discharge.
- 7/50 (14%) still acute at discharge.

Percent of mentally ill female inmates who advance through the unit program level system by meeting individual treatment goals.

- 36/50 (72%) successfully advanced through the program level system.
- 14/50 (28%) did not advance through the program level system.

Percent of mentally ill female inmates who comply with treatment recommendations, specifically medication compliance rate.

- 43/50 (86%) medication compliant at time of discharge.
- 5/50 (10%) not prescribed psychiatric medication at time of discharge
  - 1 Pregnant.
  - 4 Improved without psychiatric medication.
- 2/50 (4%) medication non-compliant at time of discharge.
  - 2 Refused

Percent of mentally ill female inmates whose suicidal symptoms are reduced upon discharge from the unit. (*Interpreted by comparing inmates on suicide precaution at time of admission versus discharge*).

- 20/50 (40%) on suicide precautions at some time during admission to the unit.
- 0/50 (0%) on suicide precautions at time of discharge.

#### Life Skills Classes

Category	FY00 # of Classes Offered	FY00 # of Inmates Enrolled	FY01 # of Classes Offered	FY01 # of Inmates Enrolled
Health & Safety	53	857	33	913
Communication Skills	115	1838	79	1530
Cultural Awareness	40	1013	27	691
Pre-release/Pre-Employment	106	2632	85	1495
<b>TOTALS</b>	<b>314</b>	<b>6340</b>	<b>224</b>	<b>4629</b>

*Although there is no completion data, the nature of these classes is generally short term and most inmates complete the programs.*

#### Vocational and Apprenticeship Programs

	# of Programs	# Enrolled	# Completed	#Participated, not complete	# quit	# no-fault transfer
FY00	19	580	421	41	87	21
FY01	17	224	136	65	14	9

### Prison Batterer's Intervention Program

	# of intake assessments	# offenders accepted	# completed	# non-compliant	# repeat participants
FY00	220	180	53	23	10
FY01	38	38	No info at this time*	2	0

\*FY01 data is for the first quarter only. At a later date, completion data will be filled in.

**Measure 2-** The number of re-admits who completed their programs during previous incarcerations with the department.

The following represents a comparison study of a sample of 20 Women's Therapeutic Community graduates compared with 20 non-participants who were assessed to need the program but did not participate.

	Women's TC Grads	Non-Participants
# reincarcerated in 1 <sup>st</sup> 6 mos. post release	6	9
Total # of reincarc. in 1 <sup>st</sup> 6 mos. post release	6	17 <sup>+</sup>
# reincarcerated w/new misdemeanor charges	1	6
Total number of new misdemeanor charges	1	11 <sup>**</sup>
# reincarcerated with new felony charges	1	4
Total # of new felony charges	1	5 <sup>***</sup>

\* 4 individuals had more than one reincarceration

\*\* 3 individuals had more than 1 new misdemeanor

\*\*\* 1 individual had two new felony charges

**Measure 3-**The percentage of felony inmates who do not have high school diplomas or GEDs who receive their GEDs during their incarceration with the department.

	# of Inmates enrolled in GED preparation	# of Hours of Study	# of GEDs received
FY00	479	16,985	153
FY01	501	9,832	100*

\*89 were felons

\*11 were misdemeanants

	# of Inmates enrolled in ABE programs	# of Hours of Study
FY00	312	11,437
FY01	242	3,963

**Inmate Health Care**

The mission of inmate health care is to provide essential health care for offenders under the custody of the department.

**Measure 1-** The average medical cost per inmate.

*FY00 = \$16.69 per day or \$6,091.95 per year per inmate*

**Measure 2-** The number of inmates using outside services when compared to the total number of inmates.

*In FY00 1,274 patient encounters were provided to Alaska inmates by non-DOC medical providers outside the institutions.*

**Electronic Monitoring**

The mission of electronic monitoring is to monitor offenders in the community.

**Measure 1-** The total cost of the program compared to the number of participants.

*The electronic monitoring program is essentially self-supporting. The inmate pays for the program.*

**Measure 2-** The number of participants failing the program compared to the total number of participants.

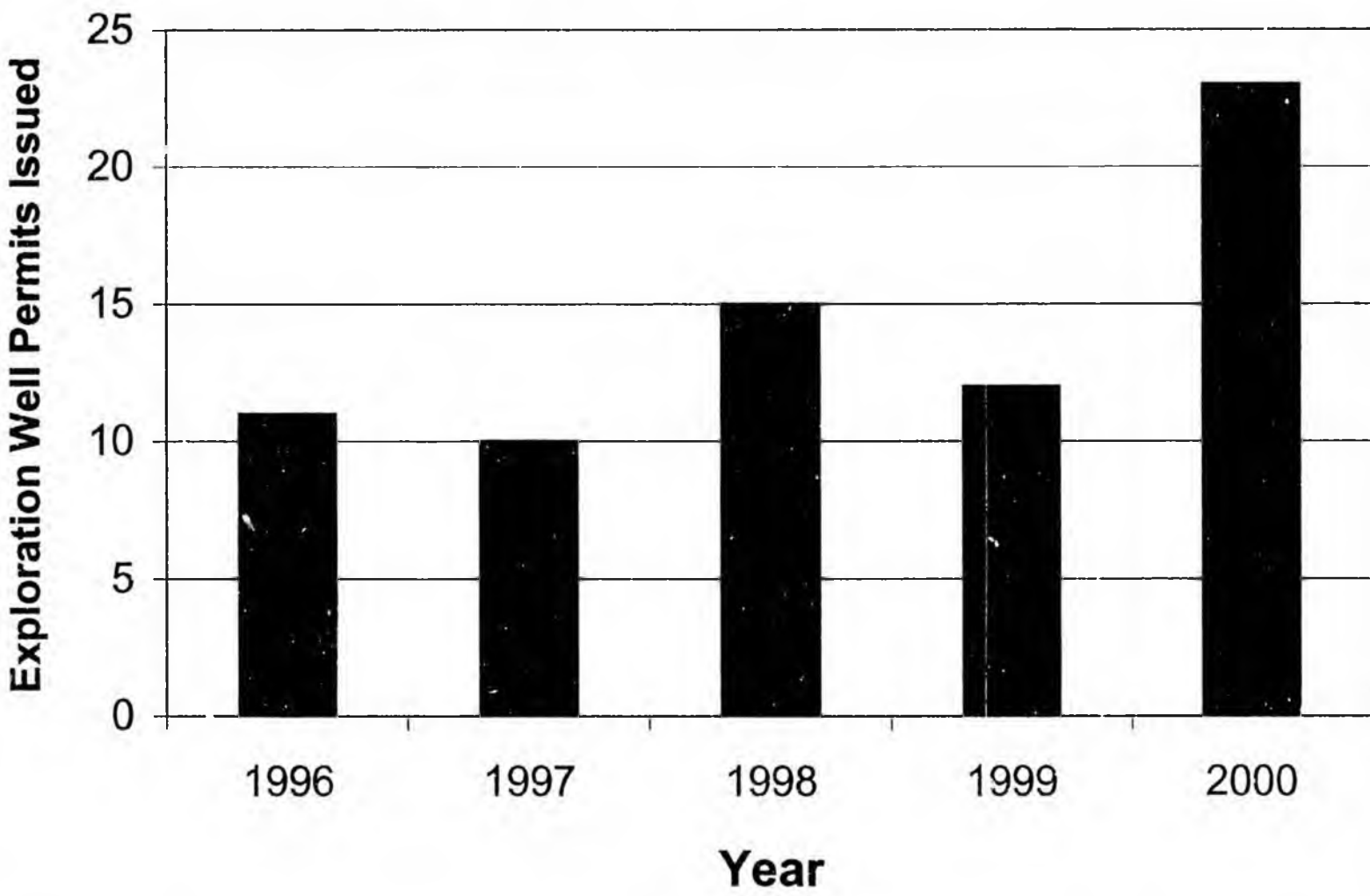
*To date for FY01, there have been 93 completions, 20 terminations and 54 currently being monitored.*

**Division of Community Corrections**

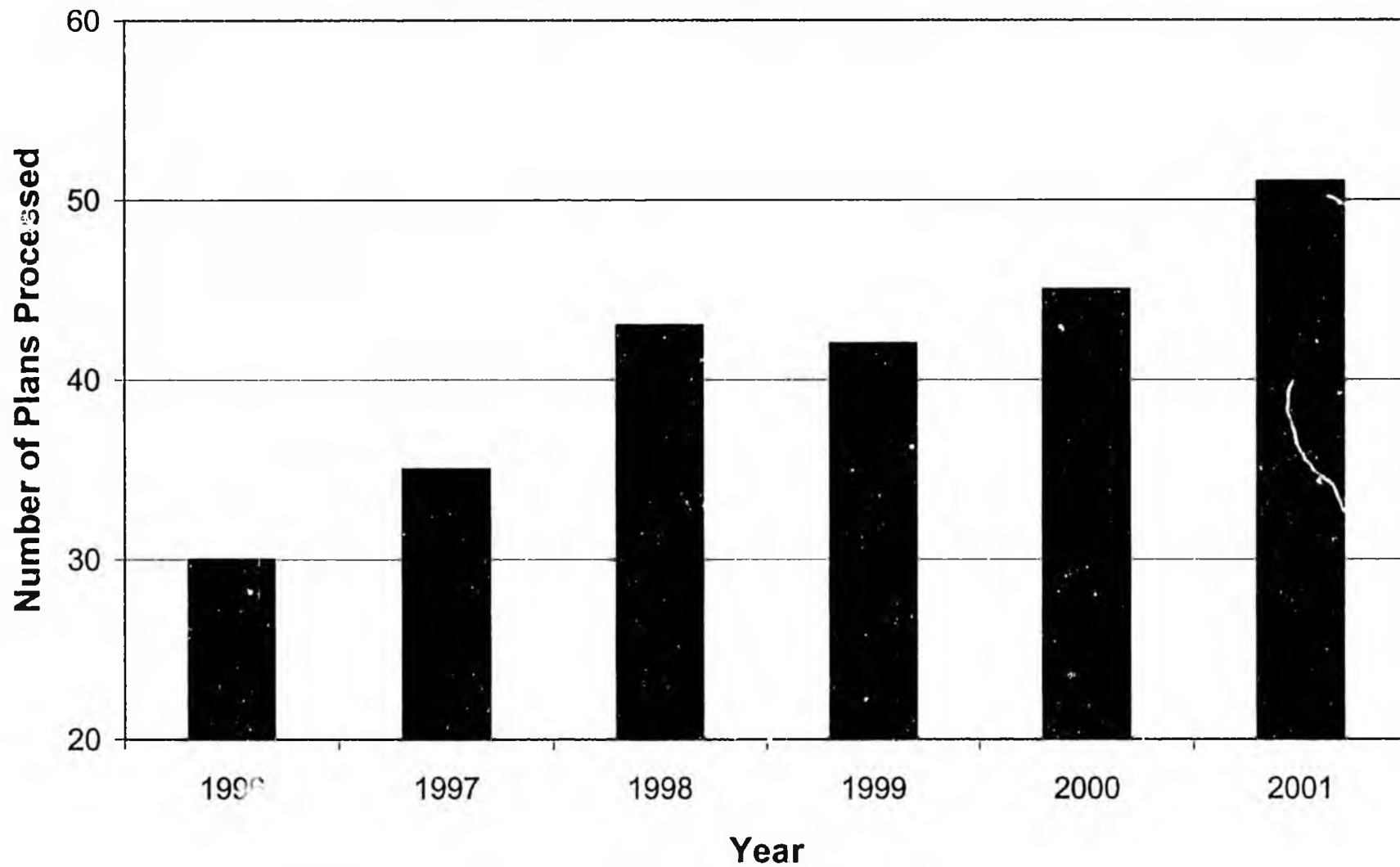
The mission of the Division of Community Corrections is to (1) develop and maintain public safety through supervision standards in conjunction with the regional chief probation officers; and (2) provide for public safety through supervision of adult felons who are placed in the divisions' jurisdiction.

1/12/01  
DNR

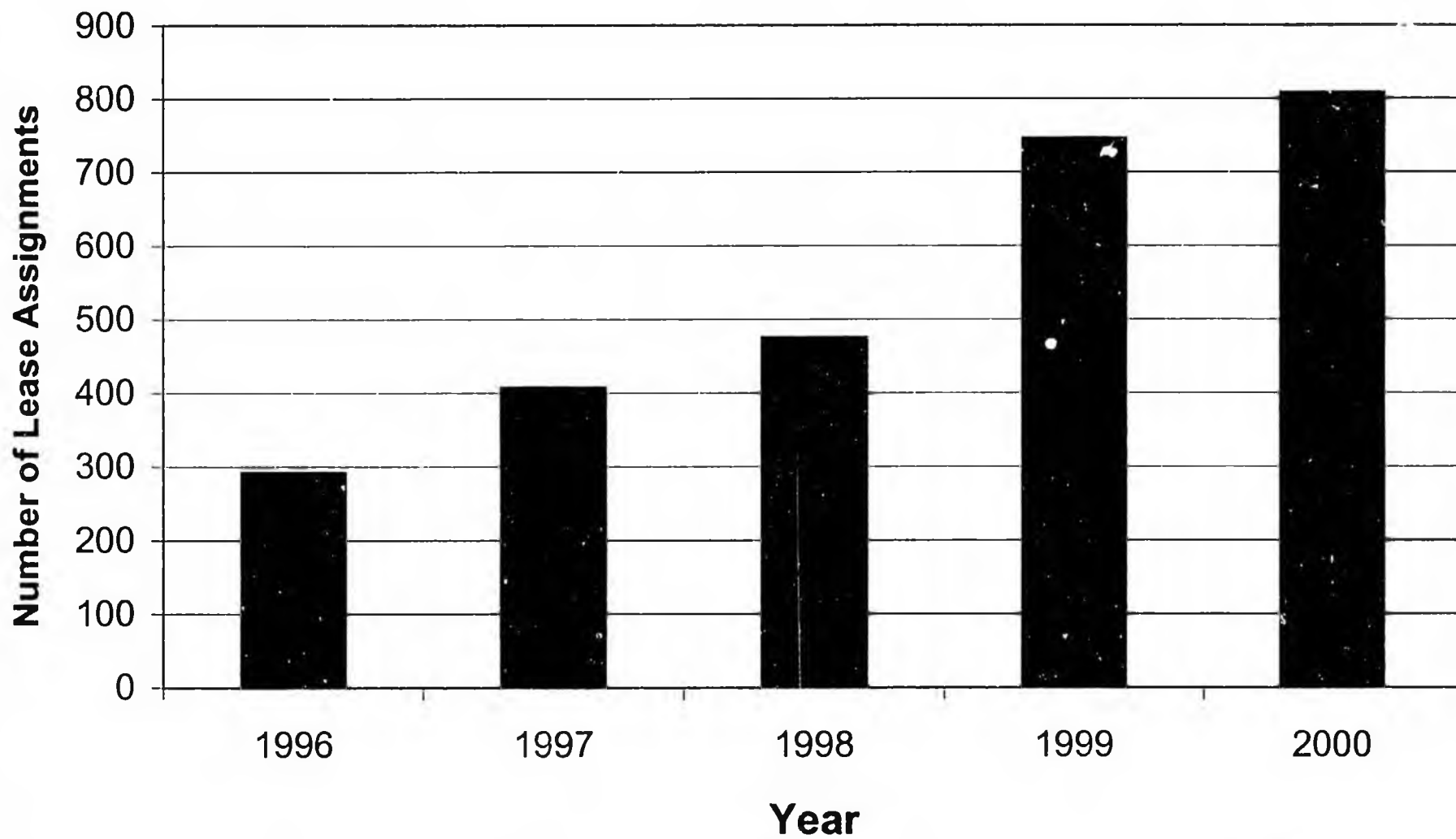
### North Slope Exploration Wells Permitted



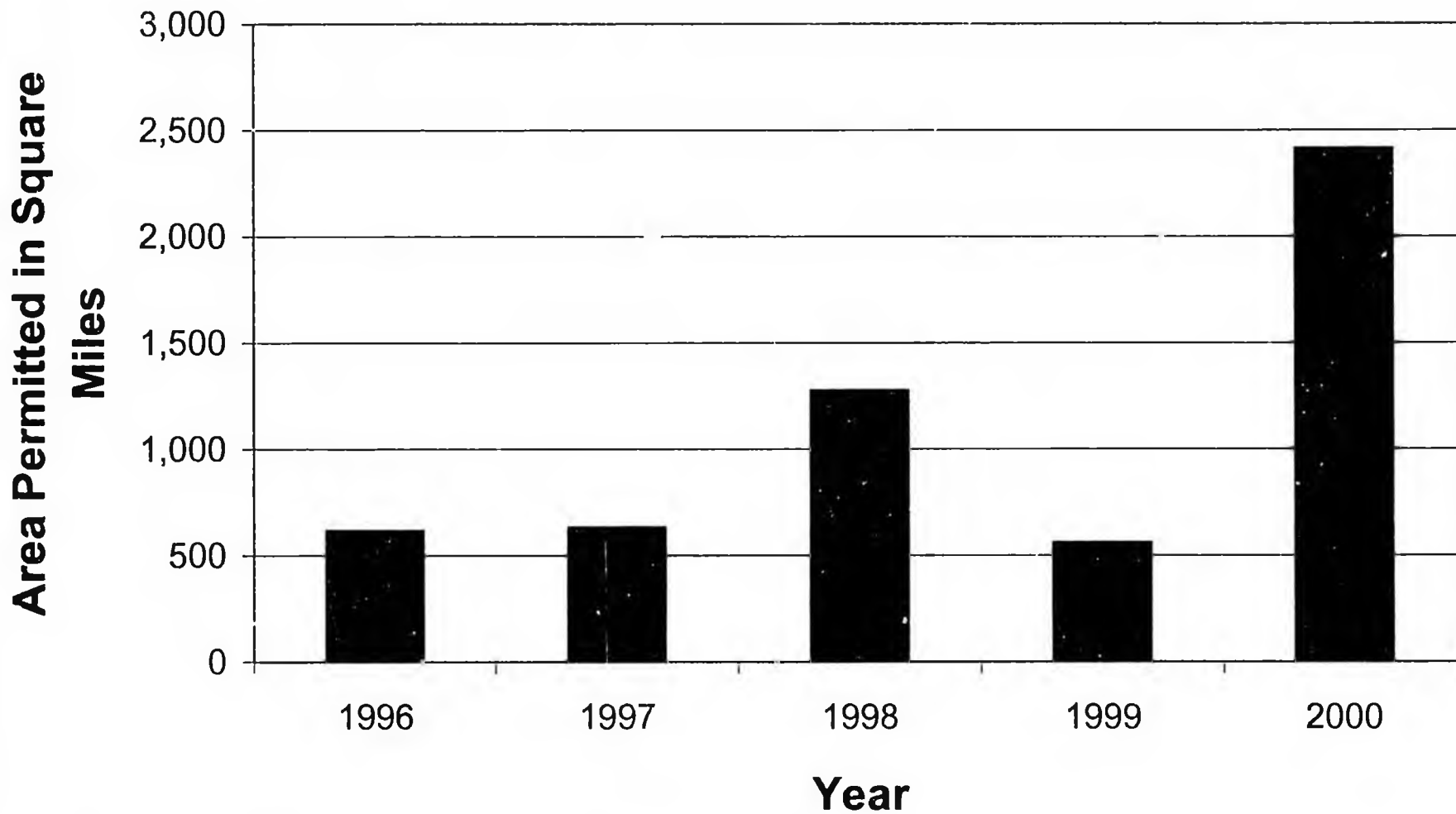
## Unit Activity Plans of Development / Exploration



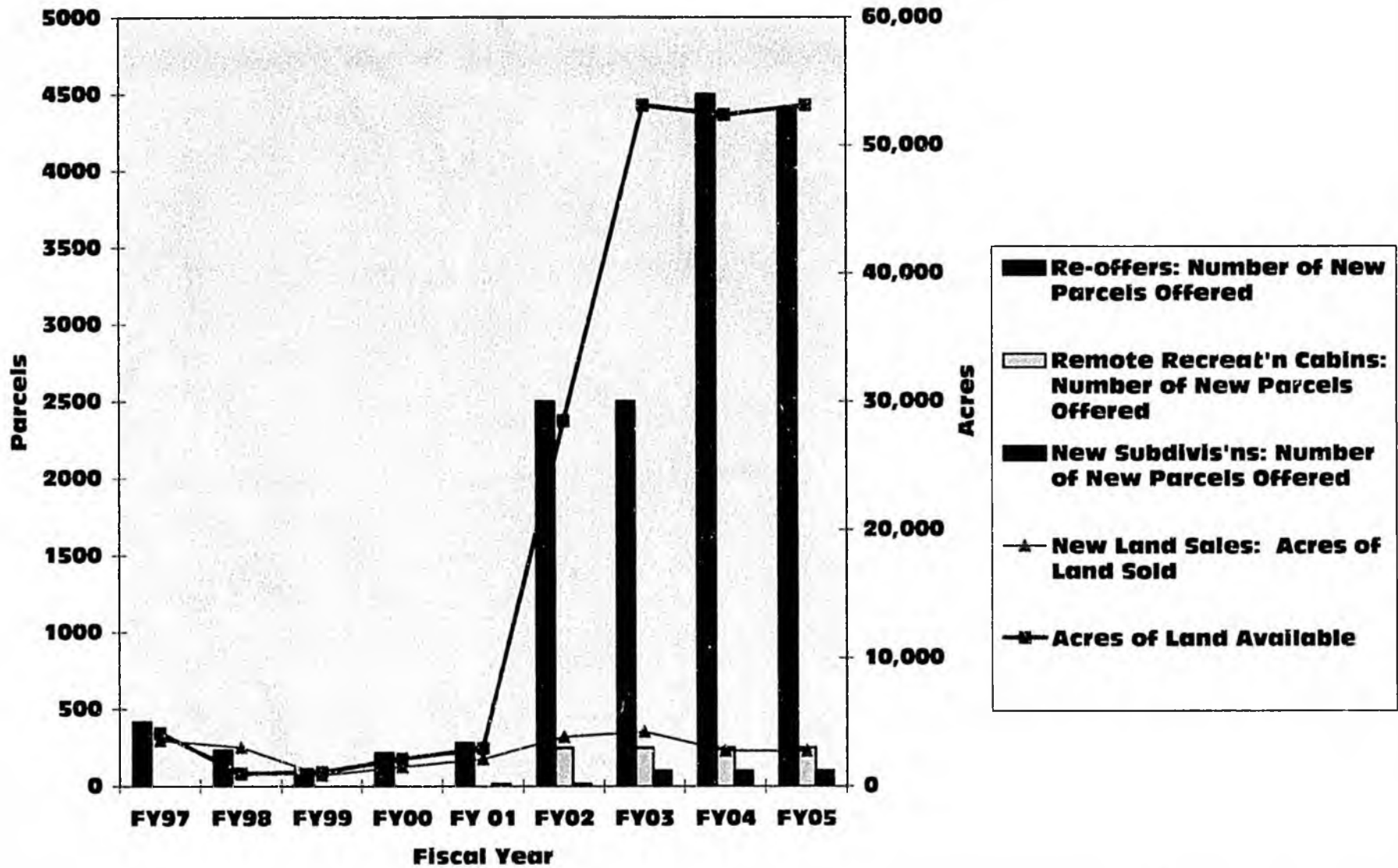
## Lease Assignments



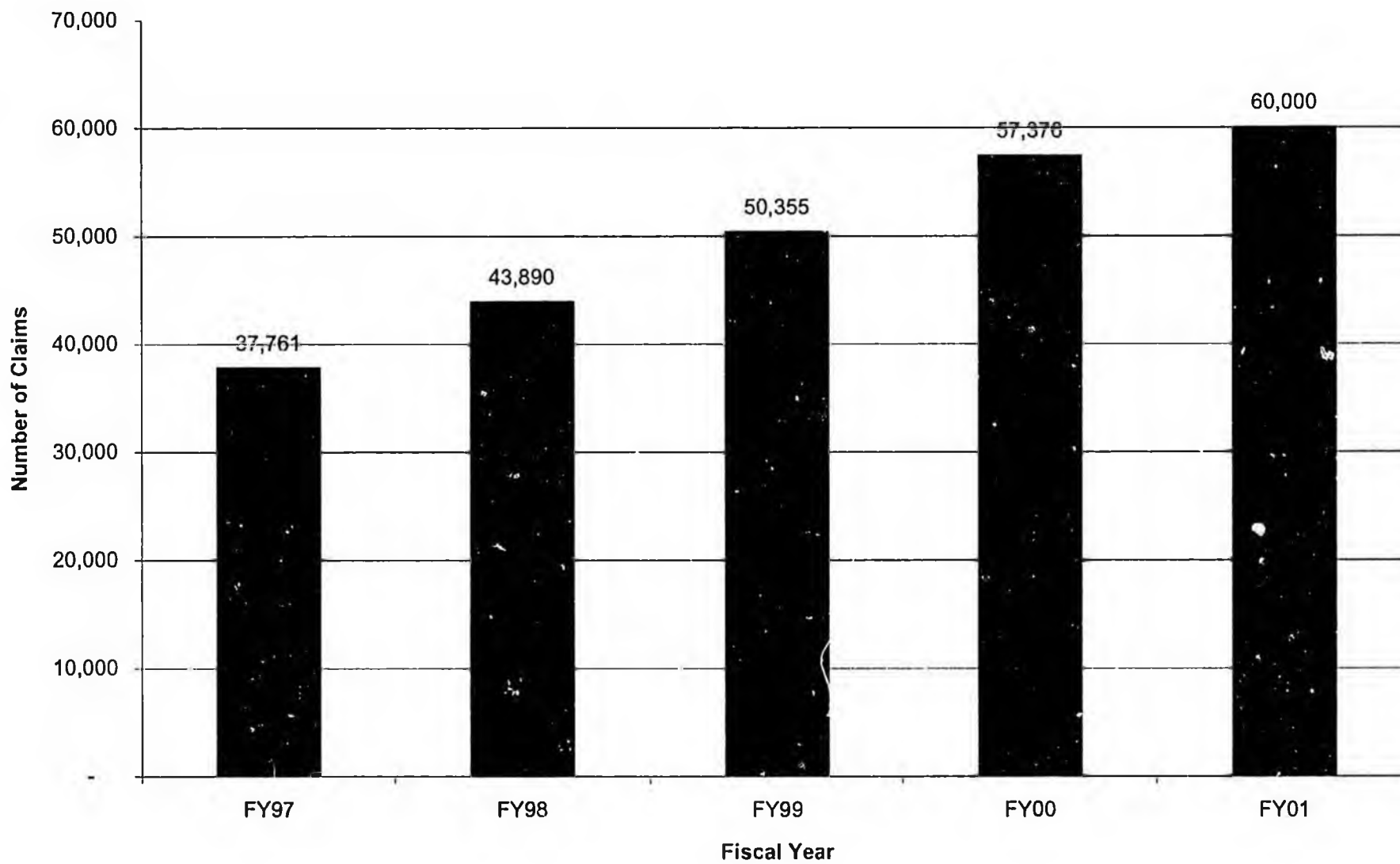
### 3-D Seismic Activity



### Land Sales



### Mining Claims



FY97 through FY00 is Actual Data, FY01 is Estimated Data

1/12/01  
DOL

Report of the Alaska Board of Parole

1999



June 2000

**Alaska Board of Parole  
P.O. Box 112000  
Juneau, AK 99811-2000**

**Phone: (907) 465-3384  
Fax: (907) 465-3110**

Information relevant to the Alaska Board of Parole may also be found at our internet Home Page. To access via the internet, please access:

**[www.correct.state.ak.us/corrections/parole](http://www.correct.state.ak.us/corrections/parole)**

Some of the documents that you will find accessible currently at the Home Page of the Alaska Board of Parole are:

**Parole Handbook  
Board Members  
Parole Guidelines Handbook  
Statutes and Regulations (relating to parole)  
Parole Statistics (updated on an ongoing basis)  
1996 Annual Report  
1996 Statistical Report  
1997-1998 Report of the Board of Parole  
1999 Report of the Board of Parole (*coming soon*)**

The Home Page for the Alaska Board of Parole is under constant development, and other documents and information will be made available on a continuing basis.

Should you not have access to the internet, a copy of this document may be obtained by telephone request or by writing to the address above.

STATE OF ALASKA

DEPARTMENT OF CORRECTIONS  
**BOARD OF PAROLE**

**TONY KNOWLES,  
GOVERNOR**

David F. Cooper, Chair  
Mary Ann Eininger, Vice-Chair  
Mike Miller, Member  
Jess Holloway, Member  
Charles Moses, Member

*Larry Jones, Executive Director*

ALASKA BOARD OF PAROLE  
P.O. BOX 112000  
JUNEAU, AK 99811-2000  
PHONE: (907)465-3384  
FAX: (907)465-3110

June 30, 2000

The Honorable Tony Knowles  
Office of the Governor  
State of Alaska  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Knowles:

It is my pleasure to offer this report of the Alaska Board of Parole for the calendar year 1999. This report has been developed in an effort to relay the accomplishments and issues relating to the Alaska Board of Parole at this time. I believe you will find the information contained in this report to be both interesting and informative.

We as a Board have continued to approach decision making in a professional and informed manner with the knowledge that we are first and foremost accountable to the citizens of the State of Alaska. We feel that the history and statistics relating to Parole Board actions are an excellent indicator that a properly administered parole system can be an asset. The year 1999 was one of significant achievements for the Board and its dedicated staff.

We look forward to working with you on the difficult challenges which lie ahead.

Sincerely,



David Cooper  
Chair

cc: Margaret Pugh, Commissioner, Department of Corrections

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## CURRENT BOARD MEMBERS

**Chair - David Cooper** was initially appointed by Governor Sheffield in February 1984, reappointed by Governor Sheffield in 1988, Governor Cowper in 1990, and Governor Knowles in 1995. In 1997 he was appointed by Governor Knowles as the Chair of the Alaska Board of Parole. He has an Associate of Arts Degree in Behavioral Science from the University of Alaska Anchorage, and is a graduate of the Sitka Correctional Academy. Mr. Cooper is retired from the position of Assistant Superintendent at Palmer Correctional Center after 19 years of exemplary service. He is active in a number of fraternal and civic organizations, including: Charter member and past Post Commander of American Legion Post #18 (Honorable Discharge, U.S. Army 1946, T/Sgt - WWII veteran); Past Governor of the Palmer Moose Lodge #793; Past President of the Mat-Su chapter of the Alaska Peace Officers; Director of Crime Stoppers, Mat-Su; and a member of the Mat-Su Lions Club. Honors and awards accorded Mr. Cooper include: Life Membership Award in 1990 by Alaska Peace Officer Association; Letter of Commendation "Beyond the Call of Duty" for Corrections 1970; Degree of Merit ("Pilgrim") awarded by Moose International (House of God, Mooseheart, Illinois, 1996). Mr. Cooper was born and raised near Ninilchik, and currently resides in Palmer.

**Member Mary Ann Eininger** was appointed to the Board of Parole by Governor Knowles in 1995, and reappointed to a five year term in January 1998. Ms. Eininger currently serves as the Vice-Chair of the board. She has a Bachelor of Science Degree in Psychology from the University of Chicago; a Masters of Science Degree from the Institute of Child Development, University of Minnesota; and an Education Specialist Degree in School Psychology from the University of Minnesota. Ms. Eininger has worked as a school psychologist in Minnesota and Alaska; for NEA-Alaska advocating for teachers, children, and public schools. She currently owns a conflict resolution business, Resolution Now. Ms. Eininger is a resident and community activist in Fairbanks.

**Member Charles Moses** was appointed by Governor Knowles in 1997. He has a Bachelor of Arts degree in Sociology from the University of Alaska Anchorage. He also holds certification as Correctional Administrator from the University of Southern California (Institute for Criminal Justice Executives); certification from Michigan State University (Institute for Managers of Large Jail Systems); and also has participated in programming at the Southern Illinois University at Carbondale "Center for the Study of Crime, Delinquency, and Corrections." Mr. Moses is now retired from the Alaska Department of Corrections with 25 years of exceptional service, having held the position of Director of Southcentral Region. He is a member of the American Correctional Association since 1982, and the Alaska Peace Officer Association since 1990. Mr. Moses is a resident of Anchorage.

**Member Mike Miller** was appointed by Governor Knowles in 1997. He had previously served on the Board of Parole from 1987 through 1991, having been appointed by then-Governor Steve Cowper. Mr. Miller served in the Alaska State House of Representatives from January 1971 to January 1987, chairing various committees and serving twice as Majority Leader. He graduated in 1951 from the University of Wichita (now Wichita State University). He is a writer of books and articles. Mr. Miller and his wife Marilyn came to Alaska in 1954, residing first in Ketchikan and since 1960 in Juneau.

**Member Jess Holloway** was appointed by Governor Knowles in January of 1999. Mr. Holloway is a resident of Anchorage, and is a retired school administrator and educator. He graduated from Indiana State University in December of 1964 with a BA degree in Speech Pathology and Special Education. He earned a Master of Arts degree in June of 1965 in Audiology, and received School Administrative certification from the University of Alaska, Anchorage in 1974. Professional experiences include public schools, The Mott Foundation Children's Hospital, the Alaska Program for the Deaf, the State of Alaska, Department of Communicative Disorders. Mr. Holloway completed his professional career by serving sixteen years in the educational profession in Barrow, Alaska.

---

David Cooper (Chair)  
Charles Moses  
Mike Miller  
Mary Ann Eininger  
W. Jess Holloway

Term Expires: December 31, 1999  
Term Expires: December 31, 2000  
Term Expires: December 31, 2001  
Term Expires: December 31, 2002  
Term Expires: December 31, 2003

# Report of the Alaska Board of Parole -- 1999

## Administration / Management

### New Board Member

Jess Holloway, of Anchorage, was appointed by Governor Knowles as the newest member of the Board of Parole – effective January 1, 1999. Mr. Holloway's term will expire December 31, 2003. Biographical information regarding him is found on page 1 of this report. He has undergone the extensive training incumbent upon all new Board members, and has been serving fully on the Board during 1999.

### Board Staffing

The Board of Parole continues to operate with the same level of staffing (5 fulltime employees) that it has had for a number of years. Donna White, the Parole Board Administrator, is the sole staff member in Anchorage. *[Update Note: With the departure of Parole Board Officer Candace Brower, the Parole Board staff has had only four staff positions filled from January 1, 2000 until June 16, 2000. Effective June 16, 2000, Leitoni Tupou assumed the responsibilities of the Parole Board Officer position in Juneau.]*

### Comprehensive Parole Manual Developed and Distributed

A major accomplishment for the Parole Board in 1999 was the development, printing and distribution of a fully comprehensive operational Parole Manual for use by all state employees involved in the parole process. All forms were updated, consistency was assured in all parole processing statewide, and assurance was made that all statutory and regulatory mandates relating to parole were met. Parole Board staff used the Manual as a training tool in working with Probation/Parole Officers throughout the state.

### Sunset Audit Upcoming

The Division of Legislative Budget and Audit conducted a "sunset audit" of the Board of Parole in 1996. The nominal findings of the audit had been fully addressed during 1997/1998, and those corrections and improvements in process continue. The Board of Parole's next "sunset" review is to be conducted prior to June 30, 2001.

### Budget of the Board of Parole

The authorized budget for the Board of Parole requires continuous development and institution of budget reduction measures, as well as conservative and economical planning and hearing processes. For several years the Board has required funding support from the Department of Corrections for certain elements of its Board activities. The Board expresses its sincerest thanks for the financial support that has been offered, in order that public safety and Department of Corrections' goals could mutually be met.

The parole release decisions of the Alaska Board of Parole have the overall positive impact of millions of dollars of savings for the State of Alaska. The difference in costs between prison incarceration and community supervision is considerable. With the primary focus of public safety as the basis for all Board paroling decisions, an extended factor can be the budgetary impact of incarceration of criminals whose needs may be best met through community supervision and rehabilitation programs.

### Internet/Home Page Development

To make parole information and process more available to professionals, victims, and the public, the Board of Parole in mid-1998 began the process of developing an internet Home Page. While this web site ([www.correct.state.ak.us/corrections/parole](http://www.correct.state.ak.us/corrections/parole)) is under continuous development, certain information is already available. Statistics related to parole are to be updated in this web site on an ongoing basis. Many questions from the general public and interested parties can now be answered through reference to the Parole Board's internet Home Page.

### Relations with Department of Corrections

The Board of Parole, although an autonomous entity, enjoys a close positive working relationship with the Alaska Department of Corrections. Margaret Pugh, the Commissioner of the Department of Corrections, and department employees at all levels provide the highest level of support for the parole activities of the Board. They make every effort to advise the Board of impacting departmental policies, procedures, and programming, and are readily available to the Board when called upon for technical and policy discussions.

### Victim Involvement in the Parole Process

With the increased national and statewide awareness of victims' rights, and the implementation of restorative justice programs, the Board has been impacted by increased involvement of victims in the parole process. The Board supports the principles of victims' rights, and all testimony (verbal and written) of victims to the Board are carefully reviewed and weighed in its decision-making process.

### Innovation in Caseload Management

With the increased workload (see Addendum A) for the Board of Parole, it has been necessary in 1999 to continue to seek new and innovative ways to meet the full responsibilities of the Board. Ongoing review of existing systems and procedures is undertaken by the Executive Director, and changes made upon approval of the Board. Immediate prior years have seen the updating and modernization of the Board's office equipment and physical conditions, which have resulted in diminished expenditure for such items in 1999 – but with the resultant increased productivity and efficiency possible through appropriate and technologically advanced systems and tools. The placement of the Parole Administrator position in Anchorage in 1998 was a further step to increase efficiency of operation. The parole specific database (Client Management System – CMS; Microsoft ACCESS software) continues to be maintained and serves to provide valuable information to parole Board staff in tracking parole status and processes. The Board continues to explore the possibilities of a long-range plan incorporation of more computer technology into the logistical parole processes. To do so, however, will require funding for computers, training, and development of same in coordination with the Department of Corrections. The implementation of the department's new Management Information System (MIS) is expected to provide benefits to the Board and staff as well.

### Board Hearing Logistics

The Board of Parole holds both in-person and telephonic board hearings. While in-person hearings are preferable for liability and equity reasons, logistics and budget require some telephonic hearings. The Board's current (and increasing) workload requires lengthy work days for Board members and staff. Ten hour work days are not uncommon when full Board hearings are being conducted in the Institutions housing Alaska inmates.

### Training of Board and Staff

In order to serve in an efficient, informed, and professional manner, at the direction of the Board the Executive Director has facilitated an extensive training and education program during 1997-1999 for Board members and staff. The updating of Board members in trends, philosophies, programs, and parole decision-making has been constant and of high caliber. The staff members of the Board of Parole have conducted numerous training sessions for Department of Corrections staff, and assisted the public in understanding the meaning and process of parole. The Executive Director and Board members have also attended training and education sessions relating to parole, and have relayed those insights and knowledge gained to the full Board.

### Clemency

The Board's staff continues to serve as the primary investigator and processor of clemency requests submitted for the consideration of the Governor. The processing of these requests is very labor and time intensive, and has a secondary level of priority to the parole activities of the Parole Board office. Alaska Statute does not place timeframe restrictions on the processing of clemency applications. The Executive Director is currently reviewing the process for clemency investigations and further refining the process. Computerization of the clemency procedures will also be explored.

## Issues and Concerns

### Prison Population Pressures

The primary mission of the Board of Parole is to protect the public through responsible parole decisions. The burgeoning prison population has had considerable impact on the workload of the Board and the staff. As previously stated, the Board and staff have not increased in many years although the prison population and parole considerations have grown exponentially. The Board has pursued efficiencies and will continue to do so, but cannot compromise the thorough risk assessment process upon which the Board bases its release decisions. The Board is for all purposes nearly a fulltime Board --- needing to be available daily to review and authorize arrest warrants and revocation documents, prepare for the board hearings, and make decisions in the setting of quasi-judicial hearings.

### Community Resources

Many inmates' releases are often tied to their rehabilitation and preparation for release through programming in the institutions or through available programs in the community upon release. The Board's ability to make more effective parole decisions often is limited due to the unavailability of community programs. In rural Alaska that deficit is most severe. Recognizing the economics in the private sector and budgetary restraints in the public sector, the Board understands the barriers to development of those programs. The Board supports efforts of the Governor and the legislature in further development of those resources, and the Board hopes that this lack of resources will be recognized and addressed in the near future.

### Board Staff Level

The Board is witnessing the extreme need for an additional staff position in the Anchorage bowl area. The vast majority of hearings and activity of the Board occurs in this more concentrated general and prison population geographic area. Long-term resolution of this need will hopefully be explored through the state's budget process for FY02.

### Legal Liabilities & Regulation Development

The Department of Law provides ready and valuable legal counsel to the Board. Recent court decisions relating to the jurisdiction of the Board in matters of anticipatory parole revocation have been in support of the Board's policies and actions. Recent statutory changes have precipitated the need for revision and enhancement of existing parole Alaska Administrative Code regulations. This extensive regulatory development process was initiated in 1999 (requiring many days of Board participation in the drafting of proposed regulations), and it is planned that the formalization and finalization of revised Parole Board regulations will occur in the year 2000. The parole regulations have not undergone change since they were last revised in 1990.

### Education: Inmate and Public

The Board notes the continuing need for education of crime victims, inmates, professionals, mass media, and the public in understanding the parole process. A major point of confusion is the difference between probation and parole, and between discretionary parole and mandatory release (over which the Board has no control). Efforts by the Board and staff to educate these parties is an ongoing process.

### Impact of Mandatory Release

A majority of the caseload for the Board results from increase in the increase of numbers of mandatory release parolees. These parolees represent the vast majority of parole revocations. Revocation hearings (as well as the associated issuance of warrants and conduct of preliminary hearings), represent a major factor in the expanded workload of the Board.

#### New Legislation

The parole process is impacted by ongoing legislative changes reflected in the areas of sentencing and criminal conduct. Recent domestic violence legislation, sex offender restrictions, DNA testing, and other legislation have had impact on the Board's processes. With guidance from the Department of Law, the Board has changed its procedures to assure that all statutory mandates are met. In some cases, it is these legislative changes that has precipitated the need to undergo revision of the Board's administrative regulations.

#### Victim Rights and Involvement in Hearing Process

There is a greater awareness of the rights of victims in recent years. The Board of Parole supports victim participation in the parole process and recognizes its responsibility to assure that victims receive an opportunity to participate in parole hearings. It is anticipated that participation will increase, and that the impact on the Board will include that of longer hearings where victims are physically present and testifying. Although this is not viewed by the Board as negative or unreasonable, it does have an impact on the hearing workload and scheduling.

#### Critical Need for Computer Purchase/Upgrades

During this last year the Board of Parole has made great strides in using technology to manage the ever increasing amount of information necessary to protect the public. It is critical that decision makers have reliable and timely information upon which to make decisions. The Board will continue the efforts to gain more benefit through further hardware, software, and database upgrades, and by participating in and benefiting from the Management Information System (MIS) project of the Department of Corrections.

#### Alaska Criminal Justice Assessment Commission

The Board of Parole was an active participant throughout 1999 in this statewide, multi-jurisdictional criminal justice review – the Alaska Criminal Justice Assessment Commission. The report of that commission has now been finalized, and it is the firm desire of the Parole Board that the many recommendations for policy and programmatic changes in all elements of the criminal justice system of Alaska be given serious, and timely, consideration for implementation.

#### Board Member Time Commitment

The workload of the Parole Board now requires such extensive commitment of members' time that it can be basically construed as a three-quarter to full-time commitment for individual members. Although the Board members are fully committed to the process and the functions of the parole process in Alaska, this factor can serve to limit the pool of potential appointees available for assumption of the role of Board member.

## Board Goals for Years 1999 - 2000

- (a) Regulation Development: The Board has undertaken the development of revised parole regulations as a major project in 1999 and 2000. It is anticipated that the regulations will have undergone the full regulatory process and will have been promulgated by early 2001. These regulations will incorporate regulatory response to new legislation and process that has become reality since 1990 when the regulations were last revised for parole related matters.
- (b) Budget Authorization Level: The Board is hopeful that a fully realistic budget can be realized that will support the full range of activity that is required for the administration of the Alaska Board of Parole. Although economies are constantly sought, the increasing workload and legal requirements demand an ever increasing minimum level of activity by the Board. Although the actions of the Board can result in considerable savings for the State overall, the budgetary authorization specifically for the operation of the Board of Parole continues to be inadequate. It is only with the support of the Department of Corrections that the Board can continue to conduct its full range of responsibilities, even at the most basic level.
- (c) Computerization of Parole Processes: The overall goal is paperwork reduction, reduction in costs, less physical effort in transporting a large volume of files with the Board throughout the state, and less expenditure of time and energy by all participants in the parole process (e.g., board members, board staff, parole officers, institutional staff, attorneys). The duplication of effort in developing/copying/transmitting paper documents, which could be accessed readily from computer disks, is a major draw of resources in the parole system. The Board also wishes to explore further development and usage of video teleconferencing for certain types of hearings which could result in some savings for the Board.
- (d) Guideline and Risk Assessment Review: The Board has determined that validation of the parole guidelines model is a priority in 2000 and 2001. In 1981, the Board adopted a discretionary parole guidelines model in which a prisoner's social and criminal history is rated to determine a risk score. The risk score and the severity of the crime are then measured to determine a guideline range. The guideline range is a guideline term of incarceration a prisoner must serve before the Board will grant discretionary parole. The guidelines were revised in 1983 based on criminal code revisions. In 1989, following research into the validity of risk factors, the guidelines were again changed. The Board has also considered the establishment of guidelines for revocations, and these also will receive future study.

## Statistics

In past years the Board of Parole has printed a document containing statistics related to Board hearings, warrants, decisions, workload, recidivism, and risk score validation. A brief summary of parole related statistics may be found as an addendum to this report.

Effective in late 1998, the Parole Board established an internet website within the State of Alaska's Home Page. The Parole Board's information can be accessed through:

***[www.correct.state.ak.us/corrections/parole](http://www.correct.state.ak.us/corrections/parole)***

The full range of statistics relating to Alaska Parole Board activity will be maintained within this internet website, and will be updated on an ongoing basis. Upon request, a paper copy of those statistics will be distributed by the Parole Board office.

**END OF REPORT**

**Background Information and the Statistics Appendix Follows**

## PAROLE BOARD STAFF

The Parole Board headquarters office is located at Douglas, Alaska. The mailing address and telephone numbers for all communication and correspondence is:

**Alaska Board of Parole**  
**P.O. Box 112000**  
**Juneau, Alaska (AK) 99811-2000**  
Phone: (907) 465-3384 ☐ Fax: (907) 465-3110

### Executive Director, Larry Jones

The Executive Director is appointed by, and serves at the pleasure of the Board, and the position is located at the headquarters office in Douglas, Alaska. The Executive Director is responsible for the general administration and day-to-day operations of the board and its staff. The Executive Director represents the Board in professional and management settings, coordinates activities of the board with the Department of Corrections and other agencies, and often attends parole hearings.

### Parole Administrator, Donna White

The Parole Administrator assists the Executive Director in agency administration, and provides technical assistance and broadly based parole related training to the Executive Director, the Board, and probation/parole officers within the Alaska Department of Corrections. This position is physically located in Anchorage, Alaska --- and organizes, attends, and participates in the majority of parole hearings held within the Anchorage bowl area and at the Central Arizona Detention Center (private contract housing Alaska prisoners). The Parole Administrator is a resource for parole officers state-wide to use in daily caseload management, and parole related time accounting.

### Parole Board Officer - Candace Brower (all of 1999; transferred to new position 1/1/00)

Note: ~~Leiton~~ ~~Tupou~~ assumed this position effective 8/18/00

The Parole Board Officer assists the Executive Director, the Parole Administrator, board members, parole board staff and probation/parole officers within the Alaska Department of Corrections. This position is physically located in Douglas, Alaska, and is responsible for attending parole hearings, monitoring the mandatory parole process for establishment of conditions by the Board, serving as a resource for parole officers to use in daily caseload management, processing extraditions, conducting investigations related to executive clemency requests, and monitoring the Parole Board's information database. The Parole Board Officer is also responsible for monitoring parole eligible Alaska inmates who remain incarcerated in Federal Bureau of Prisons (FBP) facilities.

Secretary  
*Rebecca (Becky) R. Alt*

Administrative Clerk  
*Jean Eric' son*

## **MISSION STATEMENT**

### Alaska Board of Parole

To protect the public by focusing on risk and by making careful, just, and equitable parole decisions.

To maintain a current written policy and numerical guidelines to allow the public, offenders, and criminal justice components to easily understand discretionary parole release decisions.

To represent the ethnic, racial, gender, and cultural populations of the state.

To use Department and community resources as a bridge to help parolees become contributing members of society.

To set relevant parole conditions and return to prison those who fail to follow their parole conditions.

## **STATUTORY OBLIGATIONS**

**AS 33.16.100(a)** The Board may authorize the release of a prisoner on discretionary parole if it determines that a reasonable probability exists that:

- (1) the prisoner will live and remain at liberty without violating any laws or conditions imposed by the Board;
- (2) the prisoner's rehabilitation and reintegration into society will be furthered by release on parole;
- (3) the prisoner will not pose a threat of harm to the public if released on parole; and
- (4) release of the prisoner on parole would not diminish the seriousness of the crime.

**AS 33.16.010(d)** A prisoner released on discretionary or mandatory parole is subject to the conditions of parole imposed under AS 33.16.150.

**AS 33.16.220** The Board may revoke parole for conduct in violation of AS 33.16.150(a) or (b).

## THE PAROLE BOARD'S RESPONSIBILITIES

### **To Alaska Citizens**

To continually refine our ability to select persons for parole who will succeed as law-abiding citizens. To assist parolees in becoming productive citizens for the benefit of society, themselves, and their families. And, to use our revocation authority wisely, promptly returning to prison those parolees who present a danger to the community.

### **To Victims**

To welcome and consider views and information from crime victims and their families and to respond positively to their requests for information and notification.

### **To Corrections Employees**

To provide leadership, training, and resources to enable them to perform their jobs effectively and efficiently.

### **To Offenders**

To consider each offender as an individual, using one set of standards in fair, unbiased hearings; providing realistic parole conditions and helpful positive supervision.

### **To Justice**

To uphold appropriate punishment; advance equal treatment to offenders serving sentences for similar offenses with similar histories and needs; and work with other justice components to reduce criminality.

## HISTORY

The Alaska Board of Parole was created by the legislature at Statehood to fulfill the State's constitutional requirement for a parole system. Originally, the Board was comprised of three gubernatorially appointed volunteer members. Support staff was provided by the Division of Corrections. In the mid-1960s, the Board increased to five members. In 1972, a separate parole office was created within the Department of Health and Social Services to make the Board independent of the Division of Corrections and provide Board Members with their own administrative staff. In 1984, when the Department of Corrections was created, the Board's Budget Request Unit was moved from Health and Social Services to the newly formed department.

Prior to 1986, Board members were appointed to four year terms. Beginning January 1, 1986 the appointed terms were extended to five year staggered terms, terminating every year on December 31. The staff presently includes five employees: Executive Director, Parole Administrator, Parole Board Officer, Secretary, and an Administrative Clerk III.

[During the years 1984 to 1986, the Board reviewed cases in accordance with the Prisoner Overcrowding Emergency Conditional Commutation Plan.]

## BOARD ACTIVITIES

### The Board of Parole:

- holds discretionary parole release hearings
- holds parole revocation hearings
- sets parole conditions for all parolees (mandatory and discretionary)
- holds special medical parole hearings
- conducts preliminary revocation and rescission hearings
- decides upon and issues arrest warrants and subpoenas
- considers appeals and reconsideration requests of parole decisions and conditions
- attends training sessions relating to parole matters (as presenters; as attendees)
- conducts the general business of the Board of Parole
- upon request, conducts investigations and makes recommendations for executive clemency

The Board meets with each institution's inmates (and revoked Community Corrections parolees) throughout Alaska and in private contract prisons to conduct discretionary parole hearings and final parole revocation/rescission hearings.

### ELIGIBILITY FOR DISCRETIONARY PAROLE: An Overview

Parole eligibility laws have become extremely complicated. In order for a prisoner to be eligible for discretionary parole, the prisoner must be sentenced to a term of 181 days or more. In the case of classified felonies, first time class B and C offenders are eligible after serving one-quarter of their term. All other classified felonies and unclassified sex offenses fall under presumptive sentencing and are eligible for parole after serving the initial presumptive terms. Prisoners convicted of unclassified felonies must serve mandatory minimums (20 years for Murder in the first Degree, five years for all others) or one-third of the total term, whichever is greater, before being eligible for discretionary parole. A prisoner may not be released to discretionary parole before he or she signs the parole conditions.

### ELIGIBILITY FOR MANDATORY PAROLE: An Overview

A prisoner who is ineligible for or has not been granted discretionary parole will be released to mandatory parole supervision providing the composite sentence is two years or more. The term of mandatory parole is equal to the period of statutory good time the prisoner earned (up to one-third of the total sentence).

Mandatory parole can be revoked prior to a prisoner's release to supervision if the prisoner does not comply with court ordered treatment while incarcerated. Once released from the institution, the Parole Board can revoke a mandatory parolee for violating their mandatory parole conditions previously set by the Board. A prisoner cannot refuse to be released to mandatory parole supervision, and may be released without signing parole conditions.

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### Board Case Management

The workload for the Alaska Board of Parole increased significantly during the 1980s and 1990s, a time when prisoner population mushroomed. As an example, the 1980 criminal code revision did not begin to show an impact until about 1983. In 1982, the Board's total workload including parole hearings, parole revocation hearings, warrants and preliminary hearings was under 400 cases. From 1982 to 1995, the Board's workload increased four-fold. The increase was substantially related to the enforcement of the 1980 presumptive sentence and mandatory parole laws. Each year, as a higher percentage of prisoners entering the system were sentenced under the presumptive sentence law, the number of prisoners eligible for and/or released on mandatory parole increased.

# STATISTICAL ADDENDUM

## ALASKA BOARD OF PAROLE

[NOTE: All percentages are rounded to the nearest whole percentage point.]

[NOTE: Statistics are calculated on calendar year basis.]

	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
Total Full Board Hearings Held	536	562	655	590
	5% increase from 1996 to 1997 17% increase from 1997 to 1998 22% increase from 1996 to 1998			
Specials Hearings (see Specials section)	156	195	274	274
	25% increase from 1996 to 1997 11% increase from 1997 to 1998 76% increase from 1996 to 1998			
MR Conditions Set		425	648	633
		53% increase from 1997 to 1998		
Preliminary Hearings Held		298	367	430
		23% increase from 1997 to 1998		
Arrest Warrants Issued	Northern	68	70	94
	Southcentral	295	309	327
	Southeast	<u>128</u>	<u>136</u>	<u>130</u>
	Total:	491	515	551

<u>Full Board Hearings Held by Quarter</u>		<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
	Summer	132	139	188	152
	Fall	134	147	149	144
	Winter	129	135	160	170
	Spring	<u>141</u>	<u>141</u>	<u>158</u>	<u>124</u>
		536	562	655	590

<u>Total Full Board Hearings Held Each Year</u>	<u>536</u>	<u>562</u>	<u>655</u>	<u>590</u>
% of Full Board Hearings that are Initial Discretionary	37%	41%	36%	32%
% of Full Board Hearings that are Revocations	51%	43%	49%	56%
% of Full Board Hearings that are Rescissions	3%	2%	4%	5%
% of Full Board Hearings that are Reviews	6%	7%	4%	6%

**1996   1997   1998   1999**

**Hearing Types**

# of All Full Board Hearings that are Initial Discretionary	198	228	236	186
% of All Full Board Hearings that are Initial Discretionary	37%	41%	36%	32%
# of All Full Board Hearings that are Reviews	29	39	28	37
% of All Full Board Hearings that are Reviews	6%	7%	4%	6%
# of All Full Board Hearings that are Rescissions	15	13	29	30
% of All Full Board Hearings that are Rescissions	3%	2%	4%	5%

*(For information on Revocations, see next page)*

**Discretionary Parole Hearing Decisions**

# of Initial Discretionary Hearings with Grant decision	80	79	121	95
% of All Initial Discretionary Hearings	40%	35%	51%	51%
# of Initial Discretionary Hrgs with "Continue" Decision	41	30	31	32
% of All Initial Discretionary Hearings	21%	13%	22%	17%
# of Initial Discretionary Hrgs with "Deny" Decision				59
% of All Initial Discretionary Hearings				32%

**"Continue" Decisions for All Full Board Hearings**

# of "Continue" Decisions (of All Full Board Hearings)	81	68	86	85
% of All Full Board Hearings with "Continue" Decision	15%	12%	13%	14%

*[NOTE: See next page for statistics on all Revocation hearings.]*

## REVOCATION STATISTICS

	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
<b>Total Full Board <u>Revocation</u> Hearings Held (Disc. &amp; MR)</b>	<b>272</b>	<b>243</b>	<b>322</b>	<b>335</b>
# of Discretionary Revocation Hearings	28	29	18	28
% Discretionary Revocation Hrgs of all Revocation Hrgs held	10%	12%	6%	8%
# of Mandatory Revocation Hearings (ALL TYPES)	245	214	304	307
% of Mandatory Revocation Hrgs of all Revocation Hrgs held	90%	88%	94%	92%
<u>Subsets/Types of Mandatory Revocations Hearings:</u>				
<i># of MR Revocations</i>				238 (78%)
<i># of MR Reparole Revocation Hearings</i>	17	23	19	31 (10%)
<i># of Anticipatory MR Revocations</i>				38 (12%)
# of All Revocation Hrgs Resulting in "Revoke/Deny" Decision	80	131	111	109
% of All Revocation Hrgs Resulting in "Revoke/Deny" Decision	29%	54%	34%	33%
# of All Revocation Hrgs Resulting in "Reprimand/Warn" Decision	42	25	37	38
% of All Revocation Hrgs Resulting "Reprimand/Warn" Decision	15%	10%	11%	11%
# of All Revocation Hrgs Resulting in "Revoke/Reparole" Decision	85	76	126	136
% of All Revocation Hrgs Resulting "Revoke/Reparole" Decision	31%	31%	39%	41%
# of All Revocation Hrgs Resulting in "Continue" Decision				52
% of All Revocation Hrgs Resulting in "Continue" Decision				15%

## Specials Hearings

(Definition: Full Board Hearings for special requests; parolees do not participate in a Specials hearing)

	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
Total # of Specials Hearings Held	156	195	274	274
	25% Increase from 1996 to 1997			
	41% Increase from 1997 to 1998			
	76% Increase from 1996 to 1998			

<u># Special Hearings Held by Type:</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
Condition Change Request	12	21	14	35
Anticipatory Waiver	0	2	0	0
Discr. Rescission Waiver	1	0	1	0
Discr. Reparole Revoc Waiver	0	1	0	0
Discr. Revocation Waiver	7	5	13	13
Early Release	7 (7 grant)	0	11 (7grant;4deny)	10 (3grant;7deny)
MR Reparole Revoc Waiver	8	10		3
MR Revocation Waiver	77	114	178	148
Reconsideration	27	30	41	37
Rescission Waiver	17	12	16	21
Medical				2
Offender Supv.Program(OSP)				5

## PRISON POPULATION IMPACT

Granted Release = all full board hearing decisions that result in release from prison incarceration

Not Granted Release = all full board hearing decisions that lead to continued prison incarceration

(NOTE: "Continue" decisions are here statistically counted as not release result.)

	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
# <u>Granted Release</u>	259	214	332	308
% of total	46%	38%	51%	52%
# <u>Not Granted Release</u>	277	348	323	282
% of total	52%	62%	49%	48%

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[NOTE: For Calendar Year 1999 only:

*If "Continue" decisions are statistically counted, instead, as do release decisions, then 67% of the hearings resulted in release, and 33% did not result in release.*

*If "Continue" decisions are disregarded in the total count of hearings, and in release factoring, then 62% of the hearings resulted in release, and 38% did not result in release. ]*

Questions to be addressed to Larry Jones, Executive Director, Parole Board

Email: [lawrence\\_jones@correct.state.ak.us](mailto:lawrence_jones@correct.state.ak.us)

**House Finance Committee Overview  
January 15, 2001**

**Department of Education and Early Development**

**Senate Bill 281 – Missions & Measures**



1/15/01

**Department of Education and Early Development  
Senate Bill 281 – Missions & Measures**

**SB281 Mission: The mission of the Department of Education and Early Development is to support the development of lifelong learners.**

**Office of the Commissioner**

**SB281 Mission: The mission of the Office of the Commissioner is to provide support and policy direction to the divisions within the department.**

**Key Performance Measures**

**Measure: the percentage of divisions that meet assigned performance measures;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

Of the department's 7 divisions, all report progress in meeting assigned performance measures. Most of the measures are new in FY2001. Data gathered at the end of the current year will be used as a starting point.

**Benchmark:**

No benchmark data.

**Background and Strategies:**

The Commissioner has met with every division director to review the measures, progress to date and data to be used in reporting the measure. The three agencies within the department's budget that report to their own board/commission are not included; the Alaska State Council on the Arts, the Professional Teaching Practices Commission, and the Alaska Commission on Postsecondary Education.

**Measure: the reduction in per unit cost in divisions; and**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

There is no reduction in per unit cost in divisions. Budget reductions do not change the cost of individual positions including negotiated labor cost increases and merit pay.

**Benchmark:**

No benchmark data.

**Background and Strategies:**

The department continues to strive for functional efficiency, improving the use of technology, and reducing the cost of operations.

**Measure: the change in the average score of uniformly administered benchmark tests in grades 3, 6, and 8 per expenditure for K-12 Support and Teaching & Learning Support.**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

Benchmark data for grades 3, 6, and 8 is reported in the departmental summary for the March 2000 administration of the assessment. Comparison data to determine the change in the score will not be available until after the second administration in March 2001.

**Benchmark:**  
No benchmark available.

**Background and Strategies:**  
This measure needs modification. The total expenditures for K-12 Support and Teaching and Learning Support cannot be segregated into expenditures for grades 3, 6, and 8 on a statewide basis.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• the percentage of divisions that meet assigned performance measures;</li> <li>• the reduction in per unit cost in divisions; and</li> <li>• the change in the average score of uniformly administered benchmark tests in grades 3, 6, and 8 per expenditure for K-12 Support and Teaching &amp; Learning Support.</li> </ul>			X	X	X

## Education Support Services

**SB281 Mission: The mission of the Division of Education Support Services is to provide support services to departmental programs and the operation of public schools.**

### Key Performance Measures

**Measure: the number of late penalties for payroll or vendor payments;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

There were no penalty payments for payroll or vendor payments in FY2000.

**Background and Strategies:**

The Division of Education and Support Services monitors payroll and vendor payments very carefully. Staff is held to performance standards requiring accurate and timely certification of payroll and payment of invoices within a five-day turnaround time.

**Measure: the cost of administrative services personnel compared to the total personnel costs for the department;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

FY2001 Personal Services costs totaled \$26,057,500. Administrative Services personnel costs were \$990,000 or 3.8%.

**Background and Strategies:**

The data used is the FY2001 authorized appropriated amounts for personal services. The department had 362 full time and 108 part time positions approved by the Conference Committee. Administrative Services has 18 full time positions.

**Measure: the number of department decisions on the annual school construction and major maintenance lists upheld by the State Board of Education & Early Development compared to the number of appeals; and**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The department issues the prioritized school construction and major maintenance lists on November 5, as required by statute. There is a period of reconsideration where school districts may ask the department to review the scoring decisions. A new list is issued on December 15 based on the reconsideration. School districts may choose to appeal the department's decision and a hearing officer is appointed to consider any appeals.

In FY2001, five school districts appealed the department's decision on 8 projects. Seven of the appeals were settled prior to formal hearing and one project went to hearing. The hearing officer denied the school district's appeal on that project.

**Background and Strategies:**

Ongoing efforts to improve the consistency and validity of the rating process have reduced the number of formal CIP appeals. The department annually provides training to school districts in preparing the CIP applications, which has contributed significantly to the quality of the application process.

**Measure: the number of school districts meeting the minimum expenditure for instruction.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY2001, 29 of 53 school districts met the 70% minimum expenditure for instruction requirement based on their approved budgets. 24 school districts requested and received a waiver of the requirement from the State Board of Education and Early Development in accordance with AS 14.17.520(d).

**Background and Strategies:**

School districts are continuing to explore operational efficiencies to reduce non-instructional expenditures. However, given the fixed costs of operation in many of the smaller, more isolated districts, many school districts will not be able to meet the 70% requirement.

The table on the following page titled "Minimum Expenditure for Instruction Calculation Operating Fund Instructional Percentage"; illustrates the districts meeting this requirement since its inception in FY99.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the number of late penalties for payroll or vendor payments;		X			
• the cost of administrative services personnel compared to the total personnel costs for the department;		X			
• the number of department decisions on the annual school construction and major maintenance lists upheld by the State Board of Education & Early Development compared to the number of appeals; and		X			
• the number of school districts meeting the minimum expenditure for instruction.		X			

Minimum Expenditure for Instruction Calculation-  
Operating Fund Instructional Percentage

Instructional Functions:	(60%)	(60%)	(65%)	(70%)
	100 - 350 FY99 Budget	100 - 350 FY99 Audit	100 - 350 FY2000 Budget	100 - 400 FY2001 Budget
ALASKA GATEWAY	62	63	65	69
ALEUTIAN REGION	<b>56</b>	62	<b>62</b>	65
ALEUTIANS EAST	<b>50</b>	58	<b>64</b>	69
ANCHORAGE	75	72	74	81
ANNETTE ISLAND	65	63	65	69
BERING STRAIT	61	63	65	70
BRISTOL BAY	64	65	65	69
CHATHAM	75	70	67	68
CHUGACH	67	75	70	72
COPPER RIVER	67	65	66	69
CORDOVA	65	69	66	75
CRAIG	67	70	71	73
DELTA GREELY	66	71	72	77
DENALI	64	63	66	72
DILLINGHAM	73	67	71	78
FAIRBANKS	73	73	72	79
GALENA	67	72	73	82
HAINES	67	66	67	76
HOONAH	61	<b>55</b>	<b>62</b>	65
HYDABURG	<b>46</b>	47	65	65
IDITAROD	<b>55</b>	59	65	75
JUNEAU	74	73	74	82
KAKE	<b>54</b>	57	<b>63</b>	63
KASHUNAMIUT	<b>58</b>	58	<b>81</b>	74
KENAI	68	68	68	76
KETCHIKAN	69	69	70	78
KLAWOCK	63	61	69	74
KODIAK	68	69	70	76
KUSPUK	61	62	65	73
LAKE & PENINSULA	<b>55</b>	64	72	69
LOWER KUSKOKWIM	66	64	67	75
LOWER YUKON	60	61	<b>63</b>	69
MAT-SU	73	74	72	81
NENANA	69	69	75	75
NOME	61	63	<b>64</b>	68
NORTH SLOPE	<b>58</b>	57	<b>64</b>	66
NORTHWEST ARCTIC	<b>55</b>	56	<b>59</b>	66
PELICAN	62	61	69	68
PETERSBURG	69	69	68	74
PRIBILOF	<b>57</b>	56	<b>58</b>	62
SITKA	76	75	76	84
SKAGWAY	<b>58</b>	58	<b>62</b>	69
SOUTHEAST ISLAND	66	71	65	69
SOUTHWEST REGION	62	65	68	74
ST. MARY'S	65	60	66	69
TANANA	61	<b>52</b>	<b>45</b>	50
UNALASKA	64	64	66	72
VALDEZ	69	68	70	77
WRANGELL	70	69	70	76
YAKUTAT	65	60	<b>62</b>	69
YUKON FLATS	<b>52</b>	54	<b>52</b>	57
YUKON/KOYUKUK	63	63	<b>63</b>	69
YUPIIT	<b>53</b>	51	<b>62</b>	72
Totals	13	2	16	24

**Bold** = Waiver Requested and Approved

1 = Waiver only necessary if district did not have a budget waiver.

## Teaching and Learning Support

**SB281 Mission: The mission of the Division of Teaching and Learning Support is to improve student performance.**

### Key Performance Measures

**Measure: Percentage of students who meet the proficiency level in benchmark assessments in grades 3, 6, and 8**

*(Developed jointly with Legislature in FY2001.)*

**Current Status:**

Percent Proficient/Advanced in Reading, Writing and Mathematics on Benchmark Examinations, Spring 2000

Grade	Reading	Writing	Mathematics
3	72	49	64
6	70	73	63
8	83	68	41

**Benchmark:**

Benchmark examinations were administered for the first time in March of 2000. The State Board of Education and Early Development set the proficiency level for each grade. These proficiency levels are Advanced; Proficient; Below Proficient; and, Not Proficient. These data from the first administration in March 2000 will establish a baseline for measuring student performance. Proficiency is defined as the sum of students who scored at the Advanced and Proficient levels on the Benchmark exams.

#### Spring 2000 Benchmark Reading Exam Results

	Not Proficient	Below Proficient	Proficient	Advanced	Total #
<b>Grade 3</b>	100-257	258-309	310-432	433-600	
% in Level	12	16	59	13	
Examinees					9,924
<b>Grade 6</b>	100-247	248-310	311-371	372-600	
% in Level	12	18	27	43	
Examinees					9,924
<b>Grade 8</b>	100-232	233-270	271-324	325-600	
% in Level	10	7	17	66	
Examinees					9,574

**Spring 2000  
Benchmark Writing Exam Results**

	Not Proficient	Below Proficient	Proficient	Advanced	Total #
<b>Grade 3</b>	100-244	245-351	352-489	490-600	
% in Level	10	40	45	4	
Examinees					9,901
<b>Grade 6</b>	100-195	196-299	300-415	416-600	
% in Level	4	22	50	23	
Examinees					9,907
<b>Grade 8</b>	100-190	191-315	316-415	416-600	
% in Level	2	30	45	23	
Examinees					9,569

**Spring 2000  
Benchmark Math Exam Results**

	Not Proficient	Below Proficient	Proficient	Advanced	Total #
<b>Grade 3</b>	100-253	254-321	322-400	401-600	
% in Level	12	24	36	28	
Examinees					9,894
<b>Grade 6</b>	100-290	291-328	329-398	399-600	
% in Level	23	13	35	28	
Examinees					9,879
<b>Grade 8</b>	100-272	273-373	374-460	461-600	
% in Level	17	42	33	8	
Examinees					9,508

**Background and Strategies:**

State law requires a comprehensive system of student assessments including a developmental profile for students entering kindergarten or first grade, benchmark assessments in reading, writing, and mathematics at grades 3, 6, and 8, and passage of the High School Graduation Qualifying Exam in order to receive a high school diploma beginning in 2002. The department has:

1. Provided school districts with state performance standards in reading, writing, and mathematics at the appropriate grade levels.
2. Developed the benchmark examinations in reading, writing, and mathematics for grades 3, 6, and 8.
3. Provided professional development opportunities for standards based instruction.
4. Provided technical assistance to school districts in aligning curriculum to state standards.

The department is in the process of:

1. Working with school districts to develop programs that provide students with opportunities to learn in order to reach the state standards at the appropriate age/grade levels.
2. Developing intervention strategies to assist students that fail to meet standards or are at risk of failing to meet standards at the appropriate age/grade levels.
3. Working with school districts to target staff development and teacher in-service opportunities to support standards-based instruction and assessments.

4. Targeting federal grant dollars to support increased student performance in reading, writing, and mathematics.
5. Identifying a new norm-reference assessment, linked to Alaska performance standards that will be potentially administered at grades 4, 5, 7, and 9.

**Measure: Percentage of students performing above the national average on state adopted norm-referenced tests**

*(Developed jointly with Legislature in FY2001.)*

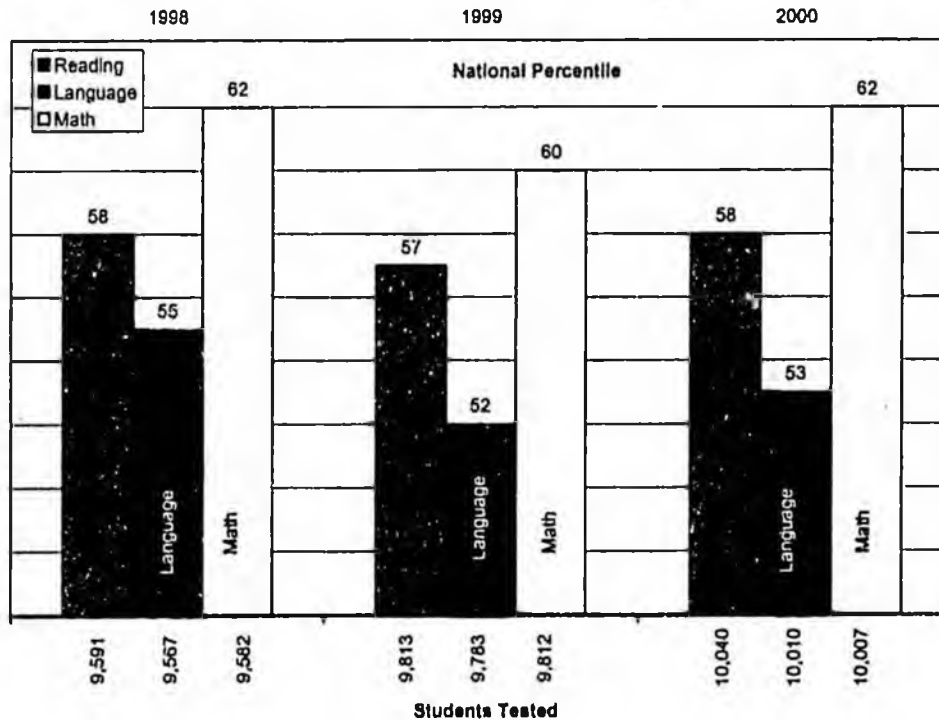
**Current Status:**

In school year 1999-00, 31.9% of Alaska's 4th graders scored in the top quartile in reading, 30.7% in the top quartile in language arts and 37.3% in the top quartile in mathematics.

**Benchmark:**

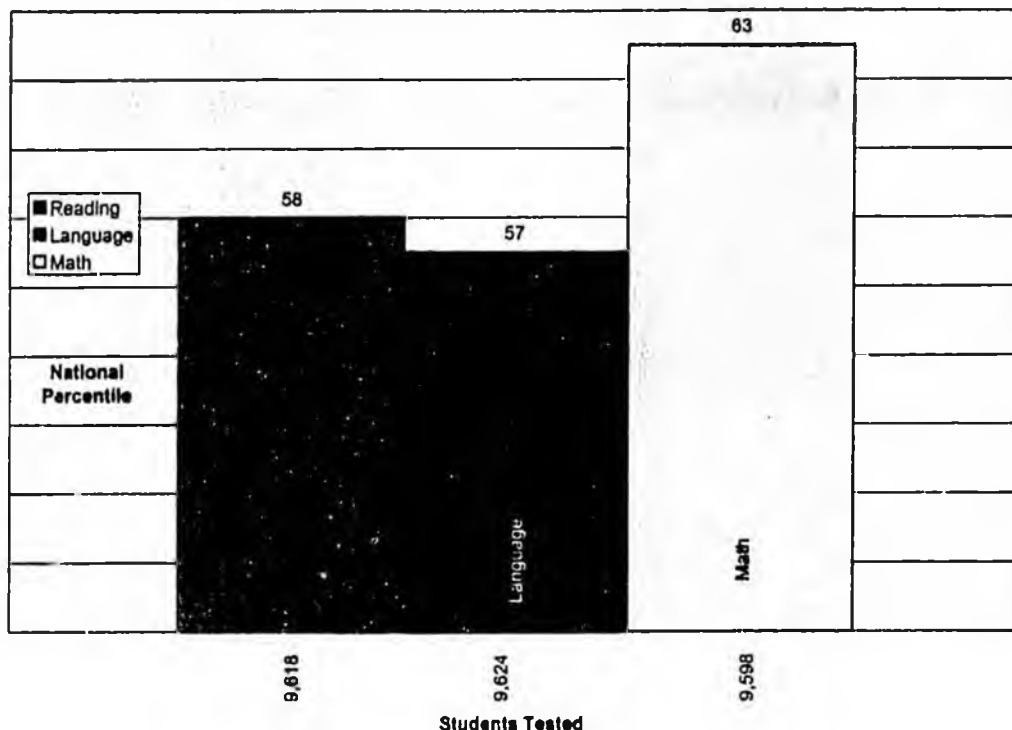
The chart below illustrates the performance of Alaska's 4th grade students on the norm-referenced test in school years 1998 through 2000.

**CAT/5 - Grade 4**



\*In the 1999-2000 school year the department changed the CAT/5 from grade 8 to 7 because of the implementation of the Benchmark exam at grade 8. The following chart illustrates the 7<sup>th</sup> grade results.

**CAT/5 - Grade 7  
2000**



**Background and Strategies:**

The department has used the CAT/5 norm-referenced test for the past 5 years. The current contract will expire in June of 2001 and the department will seek competitive proposals for a new norm-referenced test to be used for school year 2000-2001 and beyond. The new contract will solicit proposals for norm-referenced tests at grade 4, 5, 7 and 9. The addition of two new norm-referenced tests at grades 5 and 9 will provide a transition to an assessment system with capabilities not now available. Under the new system, students will be assessed each year from grades 4 to 10 using a combination of Benchmark, HSGQE and norm-referenced tests, which will allow for a measure of student academic growth from year-to-year. The ability to track student growth will allow the department to implement in 2002, a school rating system that will assign a designation of distinguished, successful, deficient or in-crisis to each public school in the state as required by AS 14.03.123.

**Measure: Percentage of students who pass the state high school graduation-qualifying exam**  
(Developed jointly with Legislature in FY2001.)

**Current Status:**

Percent of enrolled students passing the first or second administration of the high school graduation-qualifying exam:

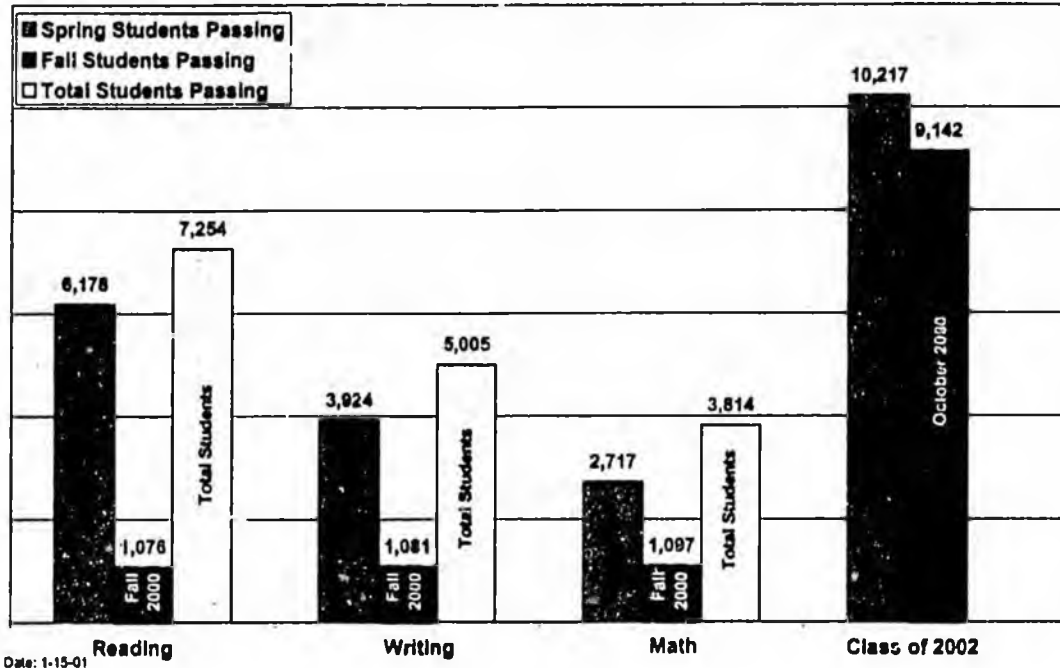
- Reading - 79%
- Writing - 55%
- Mathematics - 42%

**Benchmark:**

The High School Graduation Qualifying Examination is completed and was administered for the first time in March of 2000 and again in October of 2000. The State Board of Education & Early Development set the proficiency level for the exam. These data from the first administration of the graduation-qualifying exam will establish the baseline for

measuring student performance for the class of 2002. The exam will be offered in October and March of each school year. Students are eligible to take the exam for the first time in the spring of their sophomore year.

**High School Class of 2002  
Number of Students Passing the HSGQE**



**Background and Strategies:**

State law requires a comprehensive system of student assessments including a developmental profile for students entering kindergarten or first grade, benchmark assessments in reading, writing, and mathematics at grades 3, 6, and 8, and passage of the High School Graduation Qualifying Exam in order to receive a high school diploma beginning in 2002. The department has:

1. Provided school districts with state performance standards in reading, writing, and mathematics.
2. Developed the graduation qualifying examination in reading, writing, and mathematics.
3. Provided professional development opportunities for standards based instruction.
4. Provided technical assistance to school districts in aligning curriculum to state standards.

The following pages contain Year 2000 Alaska State Assessment Results for grades 3, 6, and 8, and the high school graduation qualifying examination by school district:

## Year 2000 Alaska State Assessment Results - READING

District	Spring 2000				Spring+Fall 2000		Oct. 1, 2000	
	Grade 3 % Prof./Adv.	Grade 3 Tested	Grade 6 % Prof./Adv.	Grade 6 Tested	Grade 8 % Prof./Adv.	Grade 8 Tested	High School % Passed	Grade 11 Enrollment
Alaska Gateway	71	44	48	40	68	40	81	32
Aleutian Region	57	7	60	5	71	7	75	4
Aleutians East	55	29	43	23	92	26	65	26
Alyeska Central	93	15	89	18	92	34	24	110
Anchorage	75	3807	74	3863	88	3539	85	3303
Annette Island	80	25	66	27	67	30	82	22
Bering Strait	33	127	25	143	41	113	45	84
Bristol Bay	69	16	81	21	95	20	100	18
Chatham	62	21	59	22	41	22	92	12
Chugach	75	12	77	9	85	14	50	10
Copper River	84	55	68	53	89	60	75	55
Cordova	86	35	90	42	92	36	96	24
Craig	74	35	76	30	85	20	55	38
Delta/Greely	70	41	79	77	86	64	49	59
Denali	92	24	76	29	97	30	100	27
Dillingham	67	42	50	48	82	39	84	37
Fairbanks	84	1254	77	1155	88	1203	93	943
Galena	80	194	65	197	95	176	74	186
Haines	87	23	82	32	79	29	74	35
Hoonah	64	11	45	20	50	10	83	24
Hydaburg	51	8	20	5	60	10	27	11
Iditarod Area	53	38	44	41	53	44	44	32
Juneau	79	408	73	409	90	457	87	437
Kake	64	11	66	12	76	21	67	9
Kashunamiut	45	22	24	21	50	22	31	16
Kenai Peninsula	78	725	78	793	89	774	81	875
Ketchikan	85	184	80	185	85	203	100	156
Klawock	61	23	31	13	92	13	50	16
Kodiak Island	64	237	75	221	80	184	77	213
Kuspuk	48	33	30	34	34	38	47	32
Lake & Peninsula	46	41	35	37	69	39	41	22
Lower Kuskokwim	37	246	27	255	45	225	47	176
Lower Yukon	29	171	24	149	36	117	35	74
Mat-Su	80	973	78	952	88	1033	73	1129
Mt. Edgecumbe	N/A	N/A	N/A	N/A	N/A	N/A	76	90
Nenana	86	57	82	44	83	47	40	78
Nome	55	71	55	47	78	52	77	39
North Slope	50	185	40	130	58	149	49	120
Northwest Arctic	41	197	25	191	42	144	32	108
Pelican	80	5	0	2	100	3	100	3
Petersburg	88	51	88	61	91	65	100	60
Pribilof	54	13	78	9	74	19	80	10
Saint Mary's	27	15	50	12	66	9	56	9
Sitka	81	115	75	131	88	108	76	120
Skagway	89	9	100	7	100	6	100	11
Southeast Island	89	17	70	20	78	18	85	27
Southwest Region	27	62	24	67	42	50	26	42
Tanana	75	8	29	7	66	3	88	8
Unalaska	95	19	73	26	91	23	100	20
Valdez	84	56	62	76	92	82	100	48
Wrangell	89	34	86	43	88	49	100	27
Yakutat	100	11	77	9	100	10	69	16
Yukon Flats	37	27	22	23	53	15	44	18
Yukon/Koyukuk	40	35	41	44	63	40	50	24
Yupik	11	36	3	29	19	22	12	26

## Year 2000 Alaska State Assessment Results - WRITING

District	Spring 2000				Spring+Fall 2000		Oct. 1, 2000	
	Grade 3 % Prof./Adv.	Grade 3 Tested	Grade 6 % Prof./Adv.	Grade 6 Tested	Grade 8 % Prof./Adv.	Grade 8 Tested	High School % Passed	Grade 11 Enrollment
Alaska Gateway	44	45	48	40	43	40	34	32
Aleutian Region	0	7	40	5	43	7	25	4
Aleutians East	28	29	61	23	58	26	31	26
Alyeska Central	53	15	89	18	73	33	14	110
Anchorage	53	3809	76	3864	74	3542	58	3303
Annette Island	38	24	58	26	49	31	36	22
Bering Strait	28	126	39	145	26	113	26	84
Bristol Bay	19	16	71	21	90	20	83	18
Chatham	38	21	63	22	32	22	50	12
Chugach	75	12	66	9	71	14	50	10
Copper River	61	54	63	52	76	59	55	55
Cordova	75	35	88	41	69	36	67	24
Craig	40	35	80	30	65	20	47	38
Delta/Greely	52	42	73	75	74	64	31	59
Denali	46	24	79	29	75	31	63	27
Dillingham	33	42	46	48	56	40	54	37
Fairbanks	58	1228	81	1142	72	1189	61	943
Galena	49	195	79	196	75	177	42	186
Haines	78	23	84	32	48	29	54	35
Hoonah	27	11	40	20	40	10	54	24
Hydaburg	25	8	25	4	30	10	0	11
Iditarod Area	23	38	51	41	48	44	25	32
Juneau	52	408	73	409	71	460	62	437
Kake	27	11	75	12	43	21	33	9
Kashunamiut	40	25	43	21	17	23	6	16
Kenai Peninsula	51	723	79	794	70	772	54	875
Ketchikan	53	185	80	183	61	199	71	156
Klawock	34	23	23	13	78	14	25	16
Kodiak Island	45	236	77	223	63	182	53	213
Kuspuk	30	33	32	35	21	38	28	32
Lake & Peninsula	20	41	38	37	44	39	27	22
Lower Kuskokwim	23	249	35	255	33	227	34	176
Lower Yukon	21	172	33	149	24	121	15	74
Mat-Su	50	974	80	952	72	1029	50	1129
Mt. Edgecumbe	N/A	N/A	N/A	N/A	N/A	N/A	62	90
Nenana	51	61	87	47	68	47	28	78
Nome	28	70	58	48	56	53	26	39
North Slope	32	184	51	130	47	130	28	120
Northwest Arctic	29	192	32	186	29	144	13	108
Pelican	20	5	0	2	100	3	67	5
Petersburg	56	52	90	61	76	64	80	60
Pribilof	46	13	67	9	58	19	70	10
Saint Mary's	7	15	54	13	44	9	22	9
Sitka	55	115	77	130	75	109	55	120
Skogway	66	9	100	7	100	6	91	11
Southeast Island	59	17	70	20	61	18	59	27
Southwest Region	12	60	31	67	25	52	12	42
Tanana	25	8	29	7	33	3	50	8
Unalaska	37	19	82	27	82	22	100	20
Valdez	63	56	78	76	81	82	88	48
Wrangell	47	34	84	43	86	49	59	27
Yakutat	55	11	78	9	70	10	38	16
Yukon Flats	12	26	37	22	33	15	17	18
Yukon/Koyukuk	23	35	43	42	37	43	13	24
Yupilil	9	34	11	28	14	22	15	26

## Year 2000 Alaska State Assessment Results - MATHEMATICS

District	Spring 2000				Spring+Fall 2000		Oct. 1, 2000	
	Grade 3 % Prof./Adv.	Grade 3 Tested	Grade 6 % Prof./Adv.	Grade 6 Tested	Grade 8 % Prof./Adv.	Grade 8 Tested	High School % Passed	Grade 11 Enrollment
Alaska Gateway	57	46	43	38	28	40	31	32
Aleutian Region	28	7	37	3	29	7	25	4
Aleutians East	52	29	59	22	27	26	15	26
Alyeska Central	73	15	61	18	36	33	7	110
Anchorage	67	3813	67	3863	43	3531	45	3303
Annette Island	47	26	40	25	13	31	5	22
Bering Strait	33	123	20	143	6	110	24	84
Bristol Bay	50	16	67	21	55	20	50	18
Chatham	67	21	41	22	23	22	25	12
Chugach	84	12	77	9	36	14	30	10
Copper River	75	53	55	51	36	59	49	55
Cordova	83	35	81	41	53	36	46	24
Craig	63	35	74	31	35	20	26	38
Delta/Greely	54	41	62	76	50	60	25	59
Denali	62	24	71	28	55	31	67	27
Dillingham	57	42	37	48	43	40	19	37
Fairbanks	73	1222	65	1131	39	1171	46	943
Galena	66	192	63	195	38	173	29	186
Haines	95	23	84	32	52	29	46	35
Hoonah	54	11	45	20	40	10	38	24
Hydaburg	25	8	34	3	0	10	0	11
Iditarod Area	44	37	41	40	34	44	19	32
Juneau	79	409	70	407	52	456	58	437
Kenai	27	11	25	12	38	21	22	9
Kashunamiut	36	22	33	21	4	23	0	16
Kenai Peninsula	69	727	70	792	46	768	45	875
Ketchikan	77	183	75	185	40	195	51	156
Klawock	65	23	15	13	35	14	13	16
Kodiak Island	55	236	63	223	27	182	34	213
Kuspuk	40	32	32	35	13	37	16	32
Lake & Peninsula	32	41	27	37	21	39	18	22
Lower Kuskokwim	42	248	28	256	11	226	19	176
Lower Yukon	25	171	17	147	7	123	16	74
Mat-Su	72	977	67	948	41	1027	39	1129
Mt. Edgecumbe	N/A	N/A	N/A	N/A	N/A	N/A	38	90
Nenana	61	62	69	47	38	47	15	78
Nome	38	68	40	45	19	52	23	39
North Slope	61	184	39	129	18	149	19	120
Northwest Arctic	34	194	30	190	10	136	8	108
Pelican	60	5	0	2	66	3	33	3
Petersburg	86	52	76	62	48	65	65	60
Pribilof	28	14	44	9	21	9	40	10
Saint Mary's	33	15	46	13	33	9	22	9
Sitka	75	115	65	131	44	109	46	120
Skagway	100	9	72	7	67	6	64	11
Southeast Island	59	17	60	20	28	18	33	27
Southwest Region	31	62	33	68	22	51	5	42
Tanana	76	8	38	8	0	3	25	8
Unalaska	69	19	54	26	53	21	90	20
Valdez	75	56	74	76	52	82	69	48
Wrangell	91	34	89	43	63	49	59	27
Yakutat	91	11	67	9	40	10	38	16
Yukon Flats	31	26	30	20	0	15	6	18
Yukon/Koyukuk	54	35	31	40	14	44	8	24
Yupik	12	34	0	29	4	23	0	26

**Measure: the cost per student in meeting the measures in 1-3 of this subsection.**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

The department's cost per student based on the statewide assessment budget is approximately \$68.

**Background and Strategies:**

Success of the measure will be calculated using the total department expenditures for the CAT/5, benchmark assessments and the High School Graduation Qualifying Exam divided by the number of students tested annually.

The department's statewide assessment budget including the benchmark assessments in grades 3, 6, and 8, the norm-referenced tests, and the High School Graduation Qualifying Exam is approximately \$4.0 million. In FY2000 58,122 students were tested. This measure does not accurately reflect the cost per student in meeting measures 1-3 for students who meet or exceed proficiency levels. This measure needs additional modification.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the percentage of students who meet the proficiency level in benchmark assessments in grades 3, 6, and 8;		X			
• the percentage of students performing above the national average on state adopted norm referenced tests;		X			
• the percentage of students who pass the state high school graduation qualifying exam; and		X			
• the cost per student in meeting the measures in 1-3 of this subsection.					X

## Libraries, Archives, and Museums

**SB281 Mission: The mission of the Division of Libraries, Archives, and Museums is to provide access to information and to preserve the history of the state.**

### Library Operations

#### Key Performance Measures

**Measure: the number of contacts with the public per dollar appropriated for library operations;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

29,250 contacts with the public includes reference questions answered, number of patrons served through the Talking Book Library, number of information and assistance contacts with libraries statewide, interlibrary loans provided and the number of library materials circulated.

Personnel cost divided by the number of public contacts equals \$70.69.

**Background and Strategies:**

Dividing the total operating budget by number of contacts is not indicative of the cost of service as the operating budget includes the cost of books and library materials, costs for automation, bibliographic services, special collections work and preservation work and supplies. This measure is more reasonably determined by using the number of contacts with the public per dollar appropriated for library personnel. The total cost of personal services for the Library is \$2,067,800. It should be understood this number also includes costs for those members of the staff who do not interact directly with the public, i.e. administrative support staff, catalogers, etc.

**Measure: the number of items catalogued per dollar appropriated for library services**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

While the Library's operating budget is \$3,203,900 excluding grants, only 2 positions catalog and process library materials. Last year, as the State Library cataloged all Alaska State documents, no other library had to catalog these records, saving staff time and expense at the local level. They cataloged and processed 748 books and 11,539 government documents for a total of 12,287 items. The Library's personnel cost for cataloging is \$94,700.

The cost per item cataloged per dollar appropriated for cataloging is \$8.00

**Measure: the percentage of Alaskans who have access to the Internet; and**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

An October 2000 report from the U.S. Department of Commerce states that 64% of Alaskan households have a computer. Of these the report states that 55% of Alaskan households have Internet access.

**Background and Strategies:**

The Denali Commission is doing a statewide survey of Internet accessibility across the state. In addition, the State Library is updating a survey with information on public access through public libraries. Information from these studies will be available in January.

**Measure: the time taken for response to distance requests.**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

The Library deals generally with two types of distance requests, interlibrary loan and reference referrals.

Interlibrary Loan has a set a standard of 24 hour turnaround to process requests for other libraries and also for sending out State Library materials in response to specific requests. This standard is met 98% of the time.

Reference Referrals attempts to meet requests within 24 to 48 hours depending upon the complexity of the request and the research required. In examining response time over a period of months we meet the goal of 48 hour response in 95% of requests.

**Background and Strategies:**

Percentages were derived from a thorough review of requests submitted during FY2000.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the number of contacts with the public per dollar appropriated for library operations;			X		
• the number of items catalogued per dollar appropriated for library services			X		
• the percentage of Alaskans who have access to the Internet; and			X		
• the time taken for response to distance requests.			X		

**Archives**

**Key Performance Measures**

**Measure: the average time taken from the division's receipt of records and archives to the time that they are made available to the public**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

The staff can process incoming archives records at a rate of 4 cubic feet per day. Provided there is no backlog and an incoming shipment is small, those archival records are processed within 48 hours.

**Background and Strategies:**

The Archives changed the level of Archives review from a folder by folder examination to review of the records at the box level.

**Measure: the percentage of records retained that have no long-term value; and**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

The Archives does not permanently retain any records with no long term value.

**Background and Strategies:**

The Archives has a target of reducing agency created records by 98%, i.e. only 2% being permanently archived for legal, administrative or historical reasons. The Archives used to retain 4-5% but has been close to its 2% target since revising retention schedules several years ago.

**Measure: the percentage of record schedules that are current.**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

33% of records retention schedules are reviewed and brought current annually.

**Background and Strategies:**

The Archives instituted a continuous record schedule review several years ago. All schedules are now reviewed on a three year cycle, so at any given time, one third will have been reviewed within the last year. The staff has found that a three year cycle for schedule review is sufficient for catching changes in administrative records creation.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the average time taken from the division's receipt of records and archives to the time that they are made available to the public;		X			
• the percentage of records retained that have no long-term value; and		X			
• the percentage of record schedules that are current.		X			

## Museum Operations

### Key Performance Measures

**Measure: the percentage of the collection that is available to Alaskans;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

100% of the collection is available either through existing exhibits or by appointment. At any given time approximately 20% of the collection is on view in exhibits. That 20% is not static as exhibits change and new items are placed on view.

**Background and Strategies:**

The Museum is moving to make more of its collection available online. However, a significant increase of the collection on view in exhibition is dependent on a larger facility.

**Measure: the ratio of visitors to employees;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY2000;

1. A total of 86,804 visitors to the Museums with 17.5 FTE employees for the Museums, which represents a ratio of 4,960.2 to 1.
2. A total of 69,492 visitors viewed 5 Museum traveling exhibitions at 6 separate venues.
3. A total of 6,431 individuals used 556 hands-on educational objects from the Museums at 45 separate schools or institutions

**Measure: the number of items added to the collection;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY2000, a total of 214 objects were added to the State Museums' collections.

- A total of 7 objects were added to the SJM collection.
- A total of 207 objects were added to the ASM collection.

**Measure: the percentage of items offered to the museum that are accepted for museum use;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY2000;

- A total of 240 objects were offered to the ASM as donations with 168 of those objects accepted into the collection representing 70% of the total offered to the Museum.
- A total of 6 objects were offered to the SJM as donations with 4 of those objects accepted into the collection representing 66% of the total offered to the Museum.
- A total of 325 objects were offered to the ASM as purchase acquisitions with 39 of those objects accepted into the collection representing 12% of the total offered to the Museum.

**Measure: the percentage growth in the collection; and**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY2000, the Museums added a total of 214 objects to the State's collections representing a growth of 0.74%.

1. The SJM collection added a total of 7 objects, representing a growth of 0.12%.
2. The ASM collection added a total of 207 objects, representing a growth 0.90%

**Measure: the state cost per traveling exhibit.**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY2000;

The Museum developed 1 traveling exhibit at a cost of \$9,520.

The Museum circulated 5 traveling exhibits to 6 separate venues. The only cost is transportation between sites.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the percentage of the collection that is available to Alaskans;		X			
• the ratio of visitors to employees		X			
• the number of items added to the collection; and		X			
• the percentage growth in the collection; and		X			
• the state cost per traveling exhibit.		X			
• the state cost per traveling exhibit.		X			

## Alyeska Central School

**SB281 Mission: The mission of Alyeska Central School is to provide an educational program for state students through distance delivery.**

### Key Performance Measures

**Measure: the percentage of students who meet the proficiency level in benchmark assessments in grades 3, 6, and 8;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Grade	Reading	Writing	Mathematics
3	99%	53%	73%
6	89%	89%	61%
8	92%	73%	36%

**Benchmark:**

No data available from similar home based correspondence programs.

**Background and Strategies:**

As an alternative home based program, home teachers (usually the parent) are the primary adults working with students. ACS is developing training plans that will provide home teachers the strategies and skills necessary for teaching at home, especially in math and writing. ACS teachers are also creating a library of academic materials for use by home teachers who need additional resources beyond the current standards based curriculum.

**Measure: the percentage of students performing above the national average on the state-adopted norm-referenced tests;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Students could elect to participate in the CAT testing administered by ACS staff. Participation was low and data is inconclusive.

**Benchmark:**

No data available from similar home based correspondence programs.

**Background and Strategies:**

To increase participation in standardized testing ACS is promoting administration of the test by the home teachers. Most parents do want to see how their children compare to national averages, though they do not want to take the time to travel to testing sites set up by ACS staff. As with the HSGQE and Benchmarks, local school districts often accommodate ACS students participation on site. Unfortunately, many of the parents have chosen ACS in reaction to circumstances at their local school and prefer not to interact with local school personnel. Tests that can be mailed to the home and be administered by the home teacher will encourage participation. Although we do expect a few parents to assist their children in this home testing process beyond what is appropriate, we believe the majority really do want to know how their children compare and will follow testing instructions.

**Measure: the percentage of students enrolled in Alyeska Central School who pass the state high school graduation qualifying exam; and**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

Percentage of participating ACS students passing the individual HSGQE sections

Reading	Writing	Mathematics
99%	53%	29%

**Benchmark:**

No data available from similar home based correspondence programs.

**Background and Strategies:**

ACS is in the process of revising high school English courses to focus on the writing skills tested on the HSGQE. In addition, two standards based math courses are in the final development stages.

**Measure: the cost per full-time equivalent student.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The cost per full-time equivalent student is \$3,160.

**Benchmark:**

No data available from similar home based correspondence programs.

**Background and Strategies:**

Alyeska uses all funds to support the efforts of students enrolled in the program. As a result of all funds being used for the student, approximately 40%-50% of ACS graduates attend post secondary institutions.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the percentage of students who meet the proficiency level in benchmark assessments in grades 3, 6, and 8;		X			
• the percentage of students performing above the national average on the state-adopted norm-referenced tests;		X			
• the percentage of students enrolled in Alyeska Central School who pass the state high school graduation qualifying exam; and		X			
• the cost per full-time equivalent student.		X			

## Mt. Edgecumbe Boarding School

**SB281 Mission: The mission of Mt. Edgecumbe High School is to provide a residential high school with options not otherwise available to the student.**

### Key Performance Measures

**Measure: the percentage of applicants who are admitted to the school;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

The numbers of beds in the dormitories limits Mt. Edgecumbe High School's total enrollment. Through room renovation, the school was able to boost its residential capacity by four beds and, consequently, house 325 residential students and 13 non-residential students for a total of 338 students - its largest enrollment since the school re-opened in 1985. For school year 2000-01, 303 students submitted completed applications and 150 new students were admitted. Thus, the percentage of applicants who were admitted to Mt. Edgecumbe for school year 2000-01 was 49.5%.

**Benchmark:**

Since school year 1993-94, an average of 51% of all students who submitted completed applications were admitted to Mt. Edgecumbe High School.

**Background and Strategies:**

The percentage of applicants who were admitted to Mt. Edgecumbe in school year 2000-01, 49.5% compares favorably with the preceding seven years' average, 51%. Actually, a lower percentage of applicants admitted should be interpreted as a favorable number, for one of Mt. Edgecumbe's goals is reduce student attrition. In other words, because enrollment in the school is limited by residential capacity, if more students continue enrollment in Mt. Edgecumbe from year to year, there will be fewer spaces for new students and, consequently, a lower percentage of applicants admitted to school.

**Measure: the percentage of students enrolled at the school who pass the state high school qualifying exam;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

Eighty-four Mt. Edgecumbe High School sophomores took the HSGQE last spring. Mt. Edgecumbe High School's sophomores performed as followed on last spring's HSGQE:

- 66% passed the reading test;
- 56% passed the writing test;
- 30% passed the math test.

• Nineteen of those sophomores passed all three areas - reading, writing, and math. Forty-six sophomores, or 55%, passed at least two of three sections of the test.

**Benchmark:**

The State of Alaska averages of students passing the HSGQE last spring were as follows:

- 75% of Alaskan sophomores passed the reading test.
- 48% of Alaskan sophomores passed the writing test.

33% of Alaskan sophomores passed the math test.

**Background and Strategies:**

Mt. Edgecumbe High School is doing the following to improve students' HSGQE test scores:

1. Adapting its curriculum to offer intensive, year long instruction to students in classes that strengthen students' literacy skills - reading, writing, and math - to increase their abilities to pass the HSGQE.
2. Sending key staff members to summer school at the University of Arizona to obtain reading specialist endorsements so they can act as on-site staff training resources.
3. Working with the Department of Education & Early Development to act as a pilot site and training center and offer the Carnegie Math program, a nationally recognized, computer-assisted Algebra and Geometry program, that promises to have significant, positive impact on students' math skills.

**Measure: the cost per student passing the high school qualifying exam;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Nineteen of eighty-four students taking the HSGQE passed all three areas of the exam on the first attempt.

**Benchmark:**

Nineteen of eighty-four students taking the HSGQE passed all three areas of the exam on the first attempt.

**Background and Strategies:**

The average yearly cost to educate a Mt. Edgecumbe High School student in the school year 1999-2000 was \$13,023. This total includes classroom instruction, room, board, travel to and from school, and all other miscellaneous expenses.

**Measure: the average duration of an individual student's enrollment at the school;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Fifty-six percent of all students who enrolled in Mt. Edgecumbe High School for school year 1999-2000 returned to Mt. Edgecumbe the following year.

Thirty-eight percent of all Mt. Edgecumbe High School students who enrolled as 9th graders, attended all four years at Mt. Edgecumbe High School and received their diplomas in the May 2000.

**Benchmark:**

For the seven years preceding school year 2000-01, an average of 50.6% of all students who enrolled in Mt. Edgecumbe High School, returned to Mt. Edgecumbe the following year.

In the twelve years preceding school year 2000-01, an average of 39% of those students who enrolled in Mt. Edgecumbe High School as 9th graders stayed all four years and graduated from Mt. Edgecumbe High School.

**Background and Strategies:**

Mt. Edgecumbe High School staff continues to offer programs that support long-term student attendance and graduation success. Some of those programs are:

1. An after school tutorial program, staffed by five tutors, that keeps the school open to students from 6:00 to 10:00 p.m. Sundays through Thursdays and provides ongoing academic assistance.
2. Complete computer lab, library, and classroom accessibility from 6:00 to 10:00 p.m. Sundays through Thursdays.
3. A variety of recreational programs aimed at promoting students' healthy life skills.
4. Academic and personal counseling and support services that utilize school resources and off-site providers to insure those students receive appropriate social support services.

**Measure: the percentage of graduates who enroll in a postsecondary education institution or program; and**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

89% of the Mt. Edgecumbe High School graduating class enrolled in a post-secondary educational institution or program.

**Benchmark:**

In the preceding five years, an average of 87.8% of the Mt. Edgecumbe High School graduating class enrolled in a post-secondary educational institution or program. Ninety percent of the Mt. Edgecumbe students' population is Alaska Natives.

Nationwide, only 17% of Alaska Native/American Indian high school graduates go on to college.

**Background and Strategies:**

Mt. Edgecumbe High School requires all students to earn 24 required credits that emphasize essential academic skills, Pacific Rim languages, technology, writing, social science, and math.

Mt. Edgecumbe High School offers a challenging academic curriculum with a variety of electives offered in conjunction with the University of Alaska Southeast that prepares students for the rigors of post-secondary study.

Mt. Edgecumbe High School staff lends strong encouragement and assistance to students to explore post-secondary opportunities.

**Measure: the cost per student compared to the cost per student who is education in a regional educational attendance area.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The average yearly cost to educate a Mt. Edgecumbe High School student in FY2000 was \$13,023. This total cost includes classroom instruction, room, board, travel to and from school, and all other miscellaneous expenses.

**Benchmark:**

In the preceding six years, the average yearly cost to educate a Mt. Edgecumbe High School student was \$13,543 per year. Mt. Edgecumbe has continued its trend to reduce the yearly cost per student since FY94.

A comparison of regional educational attendance areas must be made on an individual basis. The Mt. Edgecumbe High School student population is made up of 330 students coming from over 100 different communities.

**Background and Strategies:**

Even though costs to operate schools have risen, Mt. Edgecumbe has been able to reduce the average cost per year required to educate students through essentially two avenues: 1) increased student numbers to obtain economy of scale and 2) increased privatization and contracting of necessary support services.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the percentage of applicants who are admitted to the school;		X			
• the percentage of students enrolled at the school who pass the state high school qualifying exam;		X			
• the cost per student passing the high school qualifying exam;		X			
• the average duration of an individual student's enrollment at the school;		X			

Budget Request Unit — Mt. Edgecumbe Boarding School

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>the percentage of graduates who enroll in a postsecondary education institution or program; and</li> <li>the cost per student compared to the cost per student who is education in a regional educational attendance area.</li> </ul>		X			
			X		

## Alaska Vocational Technical Center

**SB281 Mission: The mission of the Alaska Vocational Technical Center is to provide market-driven vocational and technical training to state residents.**

### Key Performance Measures

**Measure: the percentage of graduates who are employed in their areas of training;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

The Council on Occupational Education (COE) reports that 86% of AVTEC graduates in FY99 are employed in their area of training.

**Benchmark:**

AVTEC's average is directly in line with the 362 similar participating institutions across the nation accredited by the Council on Occupational Education (COE). The average for all public accredited institutions was also 86%. COE established an acceptable range of 62% or higher, which is one standard deviation from the 86% average.

**Background and Strategies:**

The goal is for all AVTEC students to become employed in a training related occupation upon graduation. Because employment data is also a measurable statistic reported annually to our accrediting body, AVTEC has a student record database and a full-time placement specialist to assist in employment, gather data, and keep the database current. The biggest challenge in gathering accurate data is contacting graduates for employment information. "Unable to contact" is a category that hinders accurate data and drags our averages down. We continue to work with students on reliable points of contact and feedback mechanisms to improve data gathering.

**Measure: the wage increase for graduates;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

AVTEC's student quarterly wage after completion of training was \$9,367, up from a pre-training wage of \$8,558. This statistic is the most current available and is found on page 5 of the "Employment and Earnings of Participants Exiting Alaska Training Programs - FY1998" report published by Alaska Department of Labor, Research and Analysis Section on January 28, 2000.

**Benchmark:**

There is no established benchmark for employment wage increase. According to the above mentioned report, the Alaska Technical Center in Kotzebue graduates post-training wage was \$6,765 per quarter, up from \$5,988 for pre-training employment. The University of Alaska system graduates earned \$6,227 per quarter after graduation, up from \$5,469. Based on this report, AVTEC graduates' post-training quarterly wage was 38% greater than the Alaska Technical Center and 50% greater than University graduates.

**Measure: the percentage of students who complete long-term training programs;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

The Council on Occupational Education (COE) reports that 80% of AVTEC students completed long-term training programs in FY99

**Benchmark:**

Nationwide, completion rate for public institutions accredited by COE averaged 67%. AVTEC is well above that average.

**Background and Strategies:**

While our completion rate is above the national average, AVTEC continues to look for ways to improve. The single largest contributor to non-completion is substance abuse, followed by personal/family problems. We are working with communities and sponsoring agencies for better prescreening of students. AVTEC has also implemented a Foundation Skills Program to assist students both academically and personally prior to entering their training program.

**Measure: the percentage of students living in student housing compared to student-housing capacity; and**  
(Added by Legislature in FY2001 version.)

**Current Status:**

Internal AVTEC Housing Occupancy Report - FY2000 70%

**Benchmark:**

There is no established benchmark for housing occupancy. AVTEC dorms are old and inadequate compared to most college dormitories. They lack private/semi-private bathrooms, telephone/computer connections, and are poorly insulated for noise. Today's students expect more and seek off campus housing that better suits their needs.

**Background and Strategies:**

AVTEC has recently purchased a 15 unit apartment complex for family housing and funding is in place to build a new dormitory to address student needs. Upon completion, the existing dormitory will be remodeled to improve accommodations for students.

**Measure: for each long-term program, the number of students enrolled in the program compared to the number applying to the program.**  
(Added by Legislature in FY2001 version.)

**Current Status:**

PROGRAM	ENROLLED/APPLIED	FY98	FY99	FY00
1. Industrial Electrical	Enrolled	14	22	30
	Applied	22	33	32
2. Information Technology	Enrolled	14	14	16
	Applied	19	24	25
3. Diesel Engine Technology	Enrolled	14	14	14
	Applied	20	17	14
4. Heavy Equipment Technology	Enrolled	15	15	15
	Applied	18	19	15

**Benchmark:**

While there is no benchmark set for this measure, it is AVTEC's goal to provide a training opportunity for all applicants. Of the 17 long-term programs, only four had a waiting list. As shown, for those programs that consistently had a waiting list, steps were taken to meet the need.

**Background and Strategies:**

The Industrial Electrical Program has doubled in size for FY01 with 30 students enrolled. We have funding and authorization to expand the Information Technology Program to meet current and future demand.

**Status of FY2001 Performance Measures**

	Achieved	On track	Too soon to tell	Not likely to achieve	Needs modification
• the percentage of graduates who are employed in their areas of training;	X				
• the wage increase for graduates;	X				

Budget Request Unit — Alaska Vocational Technical Center

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• the percentage of students who complete long-term training programs;</li> <li>• the percentage of students living in student housing compared to student-housing capacity; and</li> <li>• for each long-term program, the number of students enrolled in the program compared to the number applying to the program</li> </ul>	X		X		

**Alaska State Council on the Arts**

**SB281 Mission: The mission of the Alaska State Council on the Arts is to encourage lifelong participation in the state's artistic diversity.**

**Alaska Postsecondary Education Commission**

**SB281 Mission: The mission of the Alaska Commission on Postsecondary Education is to (1) provide postsecondary educational financial assistance to Alaskans; (2) authorize the operation of postsecondary institutions in the state.**

**Key Performance Measures**

**Measure: the completion and placement rate of students attending Alaska institutions that offer job-specific training programs;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

ACPE will rely on participating postsecondary institutions to provide the data on which this measurement is based. Institutions are in the process of developing their information-gathering and reporting mechanisms.

**Benchmark:**

Not yet established.

**Background and Strategies:**

By regulation the Commission now requires institutions under its purview to collect and report completion rates. Once this information is readily available to consumers, it will increase their ability to select a school with high completion or "success" rates.

**Measure: the percentage of loans issued by the commission that are in default; and**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The 1998 program default rate is 10.0%.

**Benchmark:**

The 1997 program default rate was 14.1%.

**Background and Strategies:**

Continue to expand collections tools and improve revenues:

Implement credit reporting on entire portfolio  
Increase use of and accountability for private sector collection contractors  
Expand license denial  
Implement wage garnishment

**Measure: the defaulted loan recovery rate.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The 2000 annual recovery on defaulted loans is 8.79%.

**Benchmark:**

The 1999 annual recovery on defaulted loans was 10.15%. This is the first year for which recovery data was readily available

**Background and Strategies:**

Strategic efforts related to this measurement are noted under the default rate measurement discussed above.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• the completion and placement rate of students attending Alaska institutions that offer job-specific training programs;</li> <li>• the percentage of loans issued by the commission that are in default; and</li> <li>• the defaulted loan recovery rate.</li> </ul>		X	X		

## WWAMI Medical Education

### Key Performance Measures

**Measure: the number of Alaska communities with access to medical services associated with WWAMI/UW;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

In addition to the communities already served by WWAMI, eight communities in Alaska will receive either a new or an enhanced service in calendar year 2000 (Seward, Bethel, Fairbanks, Anchorage, Juneau, Wasilla, Kodiak, Soldotna).

**Benchmark:**

No benchmarks provided at this time.

**Background and Strategies:**

Here is a list of some of the services and programs provided to communities through WWAMI/University of Washington:

1. MEDCON

Within the state of Alaska, virtually every community has increased access or enhanced medical services associated with WWAMI/University of Washington through the MEDCON consulting service. In 1999, over 4,000 calls were made or roughly 11 calls a day. This service allows physicians from Ketchikan to Barrow to consult with a specialist and get recommendations on patient care.

MEDCON calls in calendar year 2000 have increased by 20% over the years 1991-1999. Historically, 47 Alaska communities have accessed MEDCON. Though there is a higher volume this year, it is expected that the same number of communities will access MEDCON.

2. Alaska Family Practice Residency

The Alaska Family Practice Residency graduated its first class of residents. The city of Seward has been recruiting for 9 years for full-time physicians. Two Family Practice Residency graduates are now practicing and living in Seward.

One graduate is practicing in Juneau, one in Fairbanks, and one in Anchorage.

The Alaska Family Practice Residency also started an Emergency Medicine Resident elective rotation in Soldotna.

This year residents will be doing rotations in Bethel (8), Fairbanks (2), Kodiak (2), Wasilla (3), and Soldotna (2).

The Residency patient care has increased about 10% over last year. In FY2001, the faculty physicians and residents conducted about 21,000 patient visits. Seventy-five percent of the patient population is medically underserved.

3. WRITE program (WWAMI Rural Integrated Training Experience)

The WRITE program opened a new 6-month clinical training site in Wasilla.

4. Clerkships

Clerkships in Advanced Internal Medicine and Plastic and Reconstructive Surgery will start this year in Fairbanks.

Over 10 physicians in Fairbanks will receive clinical faculty appointments from the University of Washington School of Medicine.

5. Pediatric Sub-specialty clinics

Each year, Alaskan children needing care from sub-specialist pediatricians are seen in Anchorage by University of Washington School of Medicine faculty that travel to Anchorage. For calendar year 2000, there will be an estimated increase of 40% in the number of patient visits. This year there will be approximately 587 patient visits. Last year, 286 patient visits were performed.

**Measure: the percentage of WWAMI participants who return to the state to practice medicine;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

In calendar year 2000, there was 38% increase in the number of WWAMI participants who returned to Alaska to practice medicine. Nine of the ten student who entered the 1992 WWAMI class finished their training by year 2000 and seven of those have returned to Alaska to practice, for a return rate of 70% for that class.

**Benchmark:**

The average return rate for Alaska is 51.6% (much higher than the national average of 40%).

**Measure: the number of patient visits provided to Alaskans through programs and physicians associated with the University of Washington School of Medicine WWAMI program;**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

In calendar year 2000, 57% of the returning students chose to practice medicine on a medically underserved area of Alaska. In actual numbers, seven students returned and 4 of those are practicing in an underserved area. This reflects no change from previous years.

**Measure: the number of health-related programs developed in the state that are associated with WWAMI/UW;**  
**and**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

During calendar year 2000, there was a 29% increase in health related programs developed in Alaska by WWAMI/UW.

**Measure: the number of research projects in or about the state associated with the University of Washington School of Medicine WWAMI program.**  
*(Added by Legislature in FY2001 version.)*

**Current Status:**

This year WWAMI faculty will receive approximately 40% increase in the research funding for the year 2000. The average amount of research funding per year is \$500,000. This year the amount increased to approximately \$700,000.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
• the number of Alaska communities with access to medical services associated with WWAMI/UW;		X			
• the percentage of WWAMI participants who return to the state to practice medicine;		X			
• the number of patient visits provided to Alaskans through programs and physicians associated with the University of Washington School of Medicine WWAMI program;		X			
• the number of health-related programs developed in the state that are associated with WWAMI/UW; and		X			
• the number of research projects in or about the state associated with the University of Washington School of Medicine WWAMI program.			X		

## Early Development

**SB281 Mission: The mission of the Division of Early Development is to provide early child care and education programs.**

### Key Performance Measures

**Measure: the number of children served in licensed child care facilities;**  
(Added by Legislature in FY2001 version.)

**Current Status:**

In October 2000, there were 609 licensed child care facilities in Alaska with a capacity to serve 16,505 children.

**Benchmark:**

Fiscal Year	Number of Licensed Facilities	Capacity
1999	582	15,528
2000	609	16,505

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Number of licensed homes	517	485	458	400	316	336	360
Number of licensed group homes	24	29	34	30	41	41	55
Number of licensed centers	130	123	122	121	225	232	267
<b>Total licensed facilities</b>	<b>671</b>	<b>637</b>	<b>614</b>	<b>551</b>	<b>582</b>	<b>609</b>	<b>682</b>

**\*\*Note:** Beginning in FY00, the Center total reflects centers statewide, including the Municipality of Anchorage.

Child Care Home	Provides care for 8 or fewer children in a home setting.
Child Care Group Home	Provides care for up to 12 children in a home setting.
Child Care Center	Provides care for more than 12 children in a commercial (or non-home) setting.

**Background and Strategies:**

Child care licensing provides consumer protection through quality assurance. The high percentage of children in licensed facilities indicates that parents, as consumers of child care at all income levels, are seeking quality child care. Incentives must be developed to encourage more providers to pursue licensing and minimum licensing standards should be the floor and not the ceiling.

Twenty-five states now have tiered reimbursement rates, paying more for higher quality care. Licensing is usually used to identify the lowest level of quality acceptable for funding, with some states ruling out programs with poor licensing records. There are different ways to distinguish between levels of quality. So far, most states have two levels: licensing and accreditation.

To achieve Alaska's goal of high quality, safe child care, the department will:

1. Revise standards to reflect the higher expectations of the system.
2. Provide technical assistance to unlicensed facilities to meet minimum licensing standards by July 2002.
3. Re-structure the payment system to provide incentives for achieving and maintaining high quality care.

**Measure: the number of eligible children served in a Head Start program;**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Alaska's Head Start programs can presently only accommodate 23-24% of the state's eligible children.

**Benchmark:**

Many states are able to serve a much larger percentage of the Head Start eligible children. For example, nationwide, states serve an average of 41% of their eligible children. Alaska's goal is to increase the children served by 2% each year for the next 5 years

**Background and Strategies:**

The national Head Start program has existed since 1965 and has some of the most complete data to substantiate the positive benefits for children and parents of early childhood education, which is strong parent involvement. As additional federal funds become available, Alaska can expand its programs if sufficient state funds are available to meet the 20% required non-federal match. Congress has proposed increases in federal funding for FY 2002, which will assist Alaska in our expansion efforts. State funds anticipated as the match requirement are requested in the proposed FY 2002 budget.

**Measure: the number of staff in child care facilities who have received at least 15 hours of training in the current fiscal year; and**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Initial data collection will be completed by June 30, 2001. While completion of additional training for individual staff is reviewed by licensing staff when facilities are evaluated for licensing renewals, centralized data collection has not occurred in the past.

**Benchmark:**

All licensed facilities will be requested to submit a training profile for each staff member by April 30, 2001. Statewide data will be maintained by EED and individuals can add to their training profiles as they complete additional training and provide appropriate documentation.

**Background and Strategies:**

Training and credentialing are both strategies for capacity building and achieving higher quality in child care. Alaska's SEED program (described in budget detail) will implement a system of professional development for early childhood education that identifies the types of training and education necessary to achieve competency in the areas essential for early childhood programs.

**Measure: the number of children who receive federally funded meals.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

In FY2000, 56,647 children were receiving federally funded meals.

**Benchmark:**

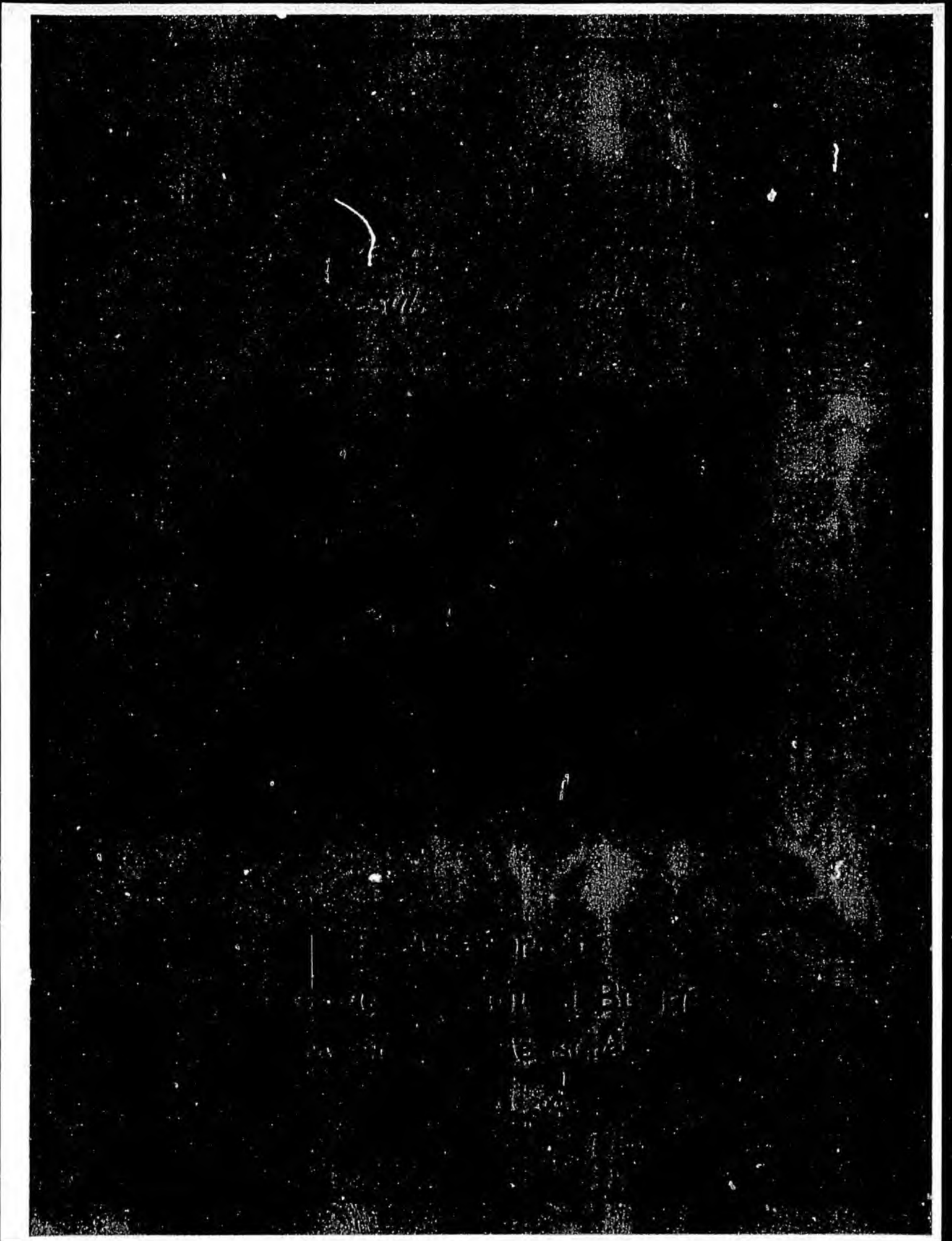
The Child Nutrition Program distributes federal funds for reimbursement of meals served to eligible children and adults in approved agencies. In comparison to other states, Alaska has a good record on school lunch. In FFY 99, Alaska served 57% of the eligible population.

**Background and Strategies:**

By including proprietary child care centers in the program, Alaska will be able to distribute over \$400,000 in additional federal USDA funds.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>• the number of children served in licensed child care facilities;</li> <li>• the number of eligible children served in a Head Start program;</li> <li>• the number of staff in child care facilities who have received at least 15 hours of training in the current fiscal year; and</li> <li>• the number of children who receive federally funded meals.</li> </ul>		X	X		



## Alaska Housing Finance Corporation Executive Budget Summary

### Mission & Services Provided

To provide Alaskans access to safe, quality, affordable housing. As a self-supporting public corporation, AHFC manages capital assets and grants. AHFC coordinates the State's housing strategy and homeless programs. AHFC also provides needed housing assistance to: (1) Alaskans with low and moderate incomes; (2) Alaska's rural residents; (3) Alaskans with special needs; and (4) Alaska's senior citizens.

### Key Goals and Strategies

*Provide programs and services that are responsive to the diverse housing needs statewide:*

- Increase housing and finance options.
- Define AHFC's role in meeting infrastructure needs.
- Increase leveraging of housing-related grants and other resources from various federal sources.
- Expand and promote family self-sufficiency.

*Increase home ownership:*

- Identify needs (existing gaps) and educate the public.
- Match needs to AHFC home ownership programs.
- Streamline the loan application process.
- Identify supporting infrastructure needs in coordination with other housing professionals (inspectors, energy raters, etc.).

### Key Issues

It remains essential for AHFC to maintain an equitable balance between AHFC's ability to meet its mission of ensuring quality and affordable housing opportunities for Alaskans, and to maintain levels of net income sufficient to meet our financial obligations to the State of Alaska. AHFC is recognized as one of the leading housing authorities in the nation for its strong management, innovative programs, excellent bond ratings, and financial strength. AHFC must be allowed to operate in a manner that both responds to the state's fiscal needs while meeting the requirements of the Corporation's mission. AHFC has played an active role in assisting the State with its deferred maintenance, capital construction, and other financing needs. To date, this has been done in a manner that preserves the physical assets and investment portfolio of the Corporation in order to ensure our ability to continue to attract investors through the issuance of debt.

Several important programs, formerly found in the Capital Budget, have been moved into the Operating Budget. These programs are considered on-going and are important to the Corporation. To facilitate AHFC's energy loan programs, it is extremely important that builders and raters, especially those who certify compliance, are trained and certified by the Corporation as receiving the qualified training. AHFC feels it is important to provide a measure of support to the Association of Alaska Housing Authorities (AAHA) to coordinate activities and training to all Regional Housing Authorities. The Corporation also supports the Rural Alaska Sanitation Task Force to insure that rural community members are active participants on the Governor's Sanitation Task Force. Other important projects include the Rural Housing Needs Assessment Study and the analysis of current census data related to housing.

Budget Summary	FY00 Actual	FY01 Authorized	FY02 Request
Corporate Receipts.....	\$15,604.1	\$16,073.6	17,195.2
Federal Receipts.....	\$17,657.6	\$18,073.6	20,218.6
Inter-Agency Receipts.....	\$1,500.0	\$866.5	\$600.0
CIP Receipts.....	\$1,217.5	\$1,457.2	\$1,501.1
<b>Total Receipts.....</b>	<b>\$35,979.1</b>	<b>\$37,263.4</b>	<b>\$39,514.9</b>
Full-Time Positions.....	316	319	325
Temporary Positions.....	33	30	29

## AHFC Board of Directors

The Alaska Housing Finance Corporation Board of Directors is comprised of a seven-member board. The Board's members include: the Commissioner of Revenue, the Commissioner of Community and Economic Development and the Commissioner of Health and Social Services. In addition to the three Commissioners, the Board has four members from the general public appointed by the Governor to serve two-year terms. These members include: one member with expertise or experience in finance or real estate, one member who is a rural resident of the state or who has expertise or experience with a regional housing authority, one member who has expertise or experience in residential energy efficient home-building or weatherization; and one member who has expertise or experience in the provision of senior or low-income housing.

Regular meetings of the Board are held at least once during each quarter and the annual meeting is held during the third quarter of every year on the dates and at the place set by the Board. Four board members constitute a quorum for the purpose of conducting the Board's business, exercising its powers, and all other purposes. A smaller number may adjourn from time to time until a quorum is obtained. The following sub-committees of the Board of Directors have been established: Audit Committee, Budget/Housing Policy Committee, Investment Advisory Committee, and Personnel Committee. At the annual meeting the Board elects the offices of Chair and Vice-Chair. The Board also selects the Corporation's CEO/Executive Director, who is an exempt employee and serves at the pleasure of the Board. The current members of the AHFC Board of Directors are as follows:

**Ms. Jewel Jones, Chair** - Senior or Low-Income Housing Expertise/Experience. Appointed to the Board in January 1995. Ms. Jones is currently serving her fourth term as Chair of the Board. She has served as manager of the Social Services Division of the Municipality of Anchorage Department of Health & Human Services since 1988.

**Mr. Robert A. Grove, Vice Chair** - Energy Efficiency, Home-Builder or Weatherization Expertise/Experience. Appointed to the Board in October 1995. Mr. Grove is the former director of Super Insulated Homes in Fairbanks (1987-1989). He is a certified energy auditor of institutional buildings and he was appointed to the National Department of Energy Testing and Evaluation Committee on Methods and Materials in 1998. Currently, he is Operations Manager for the Geophysical Institute at UAF. Mr. Grove serves as Chair of the Board's Budget/Housing Policy Committee and the Personnel Committee.

**Mr. Michael T. Cook** - Finance or Real Estate Expertise/Experience. Appointed to the Board in September 1996. Mr. Cook is an accountant from Fairbanks who has worked for private and Native corporations, as well as, state agencies and municipalities. He has served as chairman of the State Board of Public Accountancy under several governors. Mr. Cook serves as Chair of the Board's Audit Committee and the Investment Advisory Committee.

**Mr. Marty Shuravloff** - Rural Resident or Experience with a Regional Housing Authority. Appointed to the Board in February 2000. Mr. Shuravloff is currently the Executive Director of the Kodiak Island Housing Authority. He serves on the Board's Budget/Housing Policy Committee and the Audit Committee.

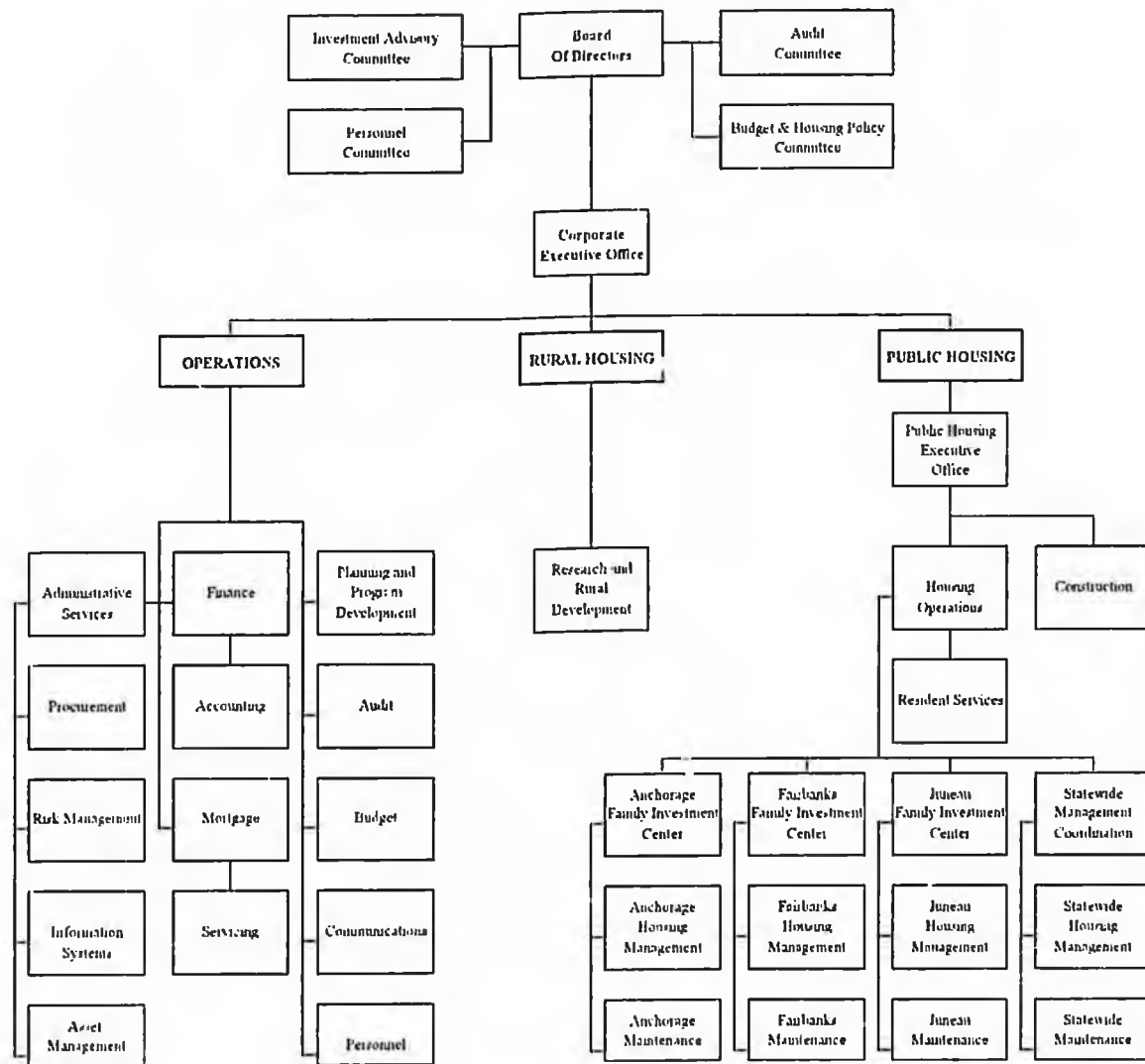
**Mr. Wilson L. Condon** - Commissioner of Revenue. Appointed to the Board in January 1995. Commissioner Condon served as Attorney General (1980-1982) during Governor Jay Hammond's second term of office. Prior State service includes Assistant Attorney General (1971-1975) and Deputy Attorney General (1975-1980). Commissioner Condon serves on the Board's Audit Committee and the Investment Advisory Committee.

**Ms. Deborah Sedwick** - Commissioner of Community and Economic Development. Appointed to the Board in July 1999. Commissioner Sedwick served as Assistant Commissioner in the Department of Commerce and Economic Development (1995 - 1999). Prior to her State service she enjoyed a successful career in the real estate business. Commissioner Sedwick serves on the Board's Investment Advisory Committee and the Personnel Committee.

**Ms. Karen Perdue** - Commissioner of Health and Social Services. Appointed to the Board in December 1994. Commissioner Perdue has served as Deputy Commissioner of the Department of Health and Social Services, and as Director of the Division of Community Development in the Department of Community and Regional Affairs. More recently, the Commissioner has worked as an independent consultant, focusing on the development of community based health systems for children, the elderly, and persons with disabilities. Commissioner Perdue serves on the Board's Budget/Housing Policy Committee and the Personnel Committee.

# AHFC's Organizational Structure

## FY2002



	Anchorage	Fairbanks	Juneau	Other	Total
FFY	25*	17	14	38	122
PTF	6	3	1	14	24
Temp	8	1	2	1	12
Total	268	22	17	48	334

<b>AHFC Revenue</b>			
<b>Corporate</b>	<b>Federal</b>	<b>Inter-Agency</b>	<b>Capital Improvement (CIP)</b>
<b>Sources</b>			
Interest Income	Rental Income	Health & Social Services (DHSS)	FY97 Capital Projects
Investment Income	Commercial Income	Mental Health Trust Authority (MHTA)	FY98 Capital Projects
Commitment Fees	Rent Subsidies	Community & Economic Develop. DCED)	FY99 Capital Projects
Origination Fees	Interest Income	Education & Early Development (EED)	FY2000 Capital Projects
Bond Issues	Program Reserves		FY2001 Capital Projects
Rental Income	Investment Income		
Legal Settlements	Federal Grants		
Misc. Income	Misc. Income		
	Sales Proceeds		
	Administrative Fees		
	Resident Services Activity		
	Excess Utilities		
<b>General Uses</b>			
Capital Projects	Low Rent Program	Weatherization Program	Construction Projects
Personal Services	Section 8 New Const.	Capital Projects	Grant Programs
Operations	Wrangell's Ma03	Operations	Weatherization Program
RSAs	Energy Programs		Supplemental Housing
Loan Programs	Weatherization Program		Personal Services
Servicing Activities	Section 8 Certificates		Energy Programs
Grant Programs	Section 8 Vouchers		Senior Housing Projects
Debt Services	Section 8 SRO		Homeless Assistance
State Projects	Personal Services		Deferred Maintenance
Energy Programs	Operations		Special Needs Projects
Education Programs	Resident Service Activities		
	Grant Programs		

**Corporate Receipts** are all funds earned by Alaska Housing Finance Corporation through its core business activities. All mortgage loan interest payments, mortgage loan commitment fees, and all other receipts received by or accrued, as well as, all income earned on assets of the Corporation are Corporate Receipts.

**Federal Receipts** are funds received by Alaska Housing Finance Corporation through any federal agency or federal program. All rents and subsidies received from federal housing programs are considered Federal Receipts, as well as, any income earned through administration of federal programs. All federal grants and pass-through funds are also considered Federal Receipts.

**Inter-Agency Receipts** are funds received from another State agency. The original source of these funds may come from a variety of sources including Federal, State General Funds, etc. However, when AHFC receives the funds from another State agency they become Inter-Agency Receipts.

**Capital Improvement Projects Receipts (CIP)** are funds from budgeted Capital Improvement Projects. The original source of these funds may come from a variety of sources including Corporate, Federal, State, etc. However, when AHFC uses these funds they are considered CIP Receipts. Only the Personal Services portion of CIP receipts is included in the Operating Budget.

## AHFC's Program List

### Energy Programs

Supplemental Housing Development Program  
 Building Energy Efficiency Standards (BEES)  
 State Energy Plan (SEP)  
 Research and Information Center (RIC)

Low-Income Home Energy Assistance Prog. (LIHEAP)  
 Low-Income and Enhanced Weatherization Program  
 Builder & Rater Education Program  
 Consumer Education Program

### Grant Programs

Senior Citizens Housing Development Program  
 Low-Income Housing Tax Credit Program  
 Supplemental Assistance for Facilities to Assist the Homeless (SAFAH)  
 Housing Opportunities for People with AIDS (HOPWA)  
 Shelter Plus Care Program  
 HUD Technical Assistance Grant  
 Supportive Housing Technical Assistance  
 Telecommunications and Information Infrastructure Assistance Program (TIAP)  
 Special Needs Housing Program

Homeless Assistance Grant Program  
 HOME Investment Partnership Act Programs  
 > Home Opportunity Program (HOP)  
 > Owner-Occupied Rehabilitation Program (ORP)  
 > GOAL Program - Rental Housing Development  
 HOME Technical Assistance  
 Capital Grant Match Program  
 > HUD Continuum of Care Program  
 > Supportive Housing  
 > USDA Housing Preservation Grant

### Public Housing Programs

Conventional Low Rent Housing Program  
 Section 8 Existing Housing Certificate Program  
 Section 8 Existing Housing Voucher Program  
 Section 8 Moderate Rehabilitation Program  
 Section 8 New Construction Program  
 State Lease Building Program  
 Turnkey III Program  
 Mutual Help Program  
 Section 221(d) Ma03 Wrangell Program  
 Family Self-Sufficiency Program (FSS)  
 Family Investment Center  
 Flexible Subsidy Program  
 Gateway Literacy Program  
 Capital Fund Program (CFP) formerly CGP  
 Comprehensive Grant Program (CGP)

Service Coordination for Public Housing Agencies  
 Energy Conservation Retrofit  
 10 Year Modernization Plan  
 Drug Elimination Program  
 Youth Sports Program  
 Environmental Cleanup and Abatement  
 Senior and Statewide Deferred Maintenance  
 Public Housing Support Program  
 Triodetic Foundation Program  
 Public Housing Renovation/Reconstruction Program  
 Hope VI - Revitalization of Public Housing  
 Veterans Administration Supportive Housing (VASH)  
 Welfare to Work Voucher Program  
 Mental Health Voucher Program  
 Project-Based Section 8 Contract Administration

### Loan Programs

Taxable Loan Program  
 Tax-Exempt Loan Program  
 Veterans Mortgage Program  
 Mobile Home Program  
 Second Mortgage Program  
 Streamlined Refinance Loan Program  
 Association Loan Program  
 Affordable Home Ownership Guaranteed Loan Program  
 Non-Conforming Loan Program  
 Affordable Housing Enhanced Loan Program  
 Interest Rate Reduction for Energy Efficiency  
 Interest Rate Reduction for Low Income Borrower  
 Assistance Provider Interest Rate Reduction Program  
 Rural Owner-Occupied Loan Program

Rural Non-Owner-Occupied Loan Program  
 Rural Building Material Loan Program  
 Home Ownership Assistance Fund Loans  
 Rural Small Building Material Loan Program  
 Rural Public Service Rental Housing Program  
 Multi-Family, Special Needs, and Congregate Housing Loan Program  
 Multi-Family Loan Purchase Program  
 Loans to Sponsors Program  
 Senior Housing Loan Program  
 Federally Guaranteed/Insured Multi-Family Mortgage Program  
 Rural Housing Initiative Pilot Program

## AHFC FY2002 Operating Budget Request Summary

<i>Total Draft FY2002 Operating Budget Request</i>			Total
State Budget Categories	Operations	A-SoB	AHFC
Personal Services:	21,786,400	0	21,786,400
Travel:	1,040,500	0	1,040,500
Contractual:	11,257,800	1,984,700	13,242,500
Supplies:	2,580,900	0	2,580,900
Equipment:	234,600	0	234,600
Building:	0	0	0
Grants:	630,000	0	630,000
Misc:		0	0
<b>Total AHFC Operating Budget:</b>	<b>37,530,200</b>	<b>1,984,700</b>	<b>39,514,900</b>
<b>Funding</b>			
Federal:	20,218,600	0	20,218,600
Inter-Agency:	600,000	0	600,000
CIP:	1,501,100	0	1,501,100
Corporate:	15,210,500	1,984,700	17,195,200
<b>Total:</b>	<b>37,530,200</b>	<b>1,984,700</b>	<b>39,514,900</b>
<b>Staffing</b>			
Full-time:	324	0	324
Part-time:	21	0	21
Temporary:	9	0	9
<b>Total:</b>	<b>354</b>	<b>0</b>	<b>354</b>

<i>Difference</i>			Total
State Budget Categories	Operations	A-SoB	AHFC
Personal Services:	1,000,300	0	1,000,300
Travel:	260,000	0	260,000
Contractual:	483,900	0	483,900
Supplies:	746,800	0	746,800
Equipment:	12,000	0	12,000
Building:	0	0	0
Grants:	15,000	0	15,000
Misc:	0	0	0
<b>Total AHFC Operating Budget:</b>	<b>2,518,000</b>	<b>0</b>	<b>2,518,000</b>
<b>Funding</b>			
Federal:	1,352,500	0	1,352,500
Inter-Agency:	0	0	0
CIP:	43,900	0	43,900
Corporate:	1,121,600	0	1,121,600
<b>Total:</b>	<b>2,518,000</b>	<b>0</b>	<b>2,518,000</b>
<b>Staffing</b>			
Full-time:	5	0	5
Part-time:	0	0	0
Temporary:	0	0	0
<b>Total:</b>	<b>5</b>	<b>0</b>	<b>5</b>

## Budget Overview:

### Budget Process

The FY2002 budget format presented in this document continues to move the Corporation toward a Results-Based Budget system. This format was developed to link the Corporation's Strategic Plan to the budget and develop performance measures that will help manage and oversee corporate activity.

The FY2002 budget is based on the goals and objectives contained in the Strategic Plan. Departments within the organization have developed action plans to implement their portion of the overall goals and objectives of the Corporation. They were given instructions, budget forms, and guidelines developed and distributed by the Budget Department. AHFC's budget request maintains the current level of authorization, with the exception of changes to programs, funding sources, funding levels, or increases to fixed costs such as merit increases, insurance premiums, legal cost, and the like.

### Budget Development

The Budget Department has the responsibility for gathering and compiling the information received from all departments, and then preparing summary information to review and discuss with the Budget and Housing Policy Committee. Based on the timelines of the prior year, a tentative schedule was developed. FY2002 budget forms and instructions were distributed in August with completion deadlines set for September 22, 2000. Both the Operating and Capital budgets were developed concurrently. Once received, the information was entered into spreadsheets, combined, calculated, adjusted, and recalculated. Justification was required for all anticipated major contracts or other expenses, as well as, any increases over prior year's budget request.

All departments are required to develop and maintain mission statements and descriptions for the services they provide. In addition, each department was assigned the responsibility to develop an action plan to achieve the results outlined in the Strategic Plan. The department's goals and strategies became the department's action plan, tying back to the overall strategic plan. Each department has developed performance measures for the services they provide to measure their success in reaching their goals. After the action plan was developed, budgets were built to ensure the plan could be implemented and achieved.

After review and discussions, the Budget and Housing Policy committee set priorities and voted to send the budget to the full Board. At the November 16th Board meeting the Board will authorize, by resolution, submission of the Operating and Capital budgets to the Governor's Office of Management and Budget (OMB), through the Department of Revenue (DOR). After the Board's final review, the budget will be approved for submittal to the Department of Revenue. The budgets were entered into the State's new Automated Budget System (ABS). OMB may make further adjustments prior to the Governor's release of the State budget on December 15, 2000.

### Budget Implementation

The Strategic Plan is a five-year plan. The FY2002 budget is in the fourth year of the plan, with many of the goals and strategies beginning in Fiscal Year 1999. The FY2002 budget continues toward the results-oriented desires of the Board of Directors and senior management of the Corporation.

### Major Changes for FY2002

Continue progress toward a results-based budget format and presentations.

Add Corporate funds for programs transferring from the Capital Budget to Operating Budget:

*Alaska Association of Housing Authorities (AAHA) Support*

*Rural Alaskan Sanitation Task Force Support*

*Builder & Rater Education*

Add Corporate, Federal, and CIP funds to restructure the Salary Schedule.

Add Three PCNs & Federal funds to administer 370 new Section 8 Vouchers.

Add additional Federal funds to administer the Conventional Low Rent Program.

Add two PCNs for Compliance Auditors to monitor projects in the HOME and Tax Credit programs.

Add Corporate and Federal funds for increases in fixed costs.

Miscellaneous Line Item Transfers.

## FY2002 Budget Development Calendar

Time-lines will be adjusted as new information is received from the Department of Revenue and OMB. With the internal schedule of AHFC's FY2002 State budget submission, the following schedule outlines important events and key deadlines:

July 1 – August 31, 2000	Preliminary Budget Discussions with Senior Staff
August 15, 2000	Budget & Housing Policy Committee Meeting
August 21, 2000	Strategic Plan Review
August 22, 2000	Primary Election Day
August 25, 2000	FY2001 Personal Services Reconciliation Due to OMB
August 25, 2000	Distribute Budget Forms and Instructions for FY02
August 30, 2000	Annual Board Meeting - Fairbanks
September 4, 2000	Labor Day
September 15, 2000	Mental Health Budget due to OMB
September 22, 2000	<b>Department Submission Deadline</b>
September 25-29, 2000	National Conference of State Housing Authorities (NCSHA)
September 25 –October 3, 2000	Departmental Budget Hearings
October 4, 2000	FY2000 Final Authorizations & Actuals to OMB
October 4, 2000	BHP FY2002 Draft Operating & Capital Budget Presentations
October 23, 2000	Submit Initial Draft Operating & Capital Budget to Dept. of Revenue
November 7, 2000	General Election Day
November 16, 2000	Strategic Plan Annual Report to the Board of Directors
November 16, 2000	Board Meeting - Resolution for Approval to Submit to OMB
November 17, 2000	Final Budgets Submitted to DOR
November 20, 2000	Final Deadline for Changes to OMB
December 4, 2000	Executive Budget Summary due to OMB
<i>December 15, 2000</i>	<i>Governor's Budget Released</i>
December 29, 2000	RIP Information due to OMB
<i>January 8, 2001</i>	<i>Legislature Convenes</i>
January 19, 2001	Capital Project Status Report (CP3) due to OMB
January 22, 2001	Supplemental Budgets due to OMB
January 22, 2001	Lapse Projections due to OMB
February 7, 2001	Budget Amendments due to OMB
<i>May 8, 2001</i>	<i>Legislature Adjourns</i>
June 30, 2000	FY2000 Ends
July 1, 2000	FY2001 Begins

### Missions & Measures

#### Mission

The Mission is a short statement of the department's overall purpose. It should begin with: "To...." It describes clearly and succinctly what the department is and why it exists. The mission provides the foundation for the remainder of the document. It is linked to the department's key issues, goals and objectives, as well as, pointing to the Corporation's overall Strategic Plan. A mission statement serves as a reminder of the unique purposes promoted and served by the department.

### **Services Provided**

Services Provided are the daily, programmatic and/or administrative activities performed by the department to accomplish its goals and objectives. Services Provided are the means used to achieve the "results" desired of the goals and strategy. Consideration of the department's resources is essential to successfully implement the desired goals and objectives that have been set. When new services have been added or deleted from the FY2000 base, an explanation of those changes are reflected in the Proposed Changes in Levels of Service section.

### **Goals & Strategy**

Goals are specific conditions or effects that when achieved, usually in combination with other goals, bring about a desired result. They are the general end towards which departments direct their efforts. They state policy intention related to relevant issues. Goals are ranked for priority. Goals stretch and challenge, but are realistic and achievable. A single goal may be subdivided into multiple objectives.

An objective is an intermediate step toward achieving a goal. It specifies a measurable change in the current status of a condition affecting people or places (external to the program providing services) within a specific time period. An objective will tell the reader what is to be accomplished.

A strategy is a chosen course of action to achieve a goal. A combination of goals, objectives, and strategy provide the basis for the activities outlined in the Services Provided.

### **Key Issues**

Key Issues are short narratives describing major issues that must be resolved through administrative action; work with others (such as local governments, realtors, lenders, builders, etc.); legislation; etc. They focus on issues that have budget implications of some kind.

### **Prior Year's Major Accomplishments**

Prior Year's Major Accomplishments highlight the major "results" that the department achieved during the past fiscal year. They relate to the department's goals and strategies, past or present. This is the place for the department to brag about what they have done to serve their clients better.

### **Performance Measures**

Performance Measures evaluate how well a particular element of a strategy is working. They enable departments to objectively gauge and report progress in carrying out their mission and goals. Careful performance measurements provide the information necessary to make meaningful management decisions. Reports on performance measurements also provide clear, objective means of meeting obligations for effective and efficient utilization of resources.

Performance measures target a proposed annual amount of improvement or one-year level of progress in reaching a multi-year goal. They are used to measure key "results-oriented" measures and ensure accountability and provide a basis for assessing the successful achievement of the department's goals and objectives.

### **Partners in Achieving Results**

Partners in Achieving Results are the associated groups that have a major influence on the outcomes desired by the department. They can provide both "opportunities" and/or "threats" to the "results" process. They are external factors, as to the department or the Corporation, that influence the department's ability to achieve key goals. Partners, whether forced or friendly, positive or negative, are an element that can affect the environment in which the department functions.


### **Proposed Changes in levels of Service**

Describes any changes that have been made from the prior year, or are being proposed in the service provided by the department.

### **Strategic Plan Status Report to the Board**

The Status Report to the Board identifies how departments have accomplished the objectives set by the Board in the Strategic Plan. The narrative describes cumulative activity from the start of the plan through June 30, 2000.

## AHFC's FY2002 Proposed Capital Budget

 Alaska Housing <small>FINANCE CORPORATION</small>		<b>FY 2002 Draft Capital Budget Proposal</b> @ December 15, 2000			
		Federal	Other	Corp	Total
	<b>Programs/Projects</b>				
1	Supplemental Housing Development Program			\$6,000.0	\$6,000.0
2	Low Income Weatherization Program	\$1,400.0		\$4,000.0	\$5,400.0
3	Paxton Manor Replacment - Sitka ***New***			\$2,401.0	\$2,401.0
4	Chugach View Renovation Ph. II - Anch (Senior)	\$2,000.0		\$2,697.0	\$4,697.0
5	Senior Citizens Housing Development Program			\$1,472.2	\$1,472.2
6	Sr. & Statewide Deferred Maint. & Renovation	\$500.0		\$2,000.0	\$2,500.0
7	HUD Capital Fund Program (CFP) formerly (CGP)	\$3,500.0			\$3,500.0
8	HUD Federal HOME Grant Program	\$3,050.0		\$750.0	\$3,800.0
9	Federal & Other Competitive Grants	\$3,000.0		\$1,250.0	\$4,250.0
10	Competitive Grants for Public Housing	\$750.0		\$250.0	\$1,000.0
11	Energy Efficiency Monitoring Research			\$300.0	\$300.0
12	State Energy Program (SEP) Special Projects	\$150.0		\$30.0	\$180.0
1-MH	Homeless Assistance Program		\$200.0	\$250.0	\$450.0
2-MH	Beneficiary & Special Needs Housing			\$1,500.0	\$1,500.0
	<b>Total AHFC's Project Capital Budget:</b>	<b>\$14,350.0</b>	<b>\$200.0</b>	<b>\$22,900.2</b>	<b>\$37,450.2</b>
	<i>AHFC Funding for Other State Projects</i>				
3-MH	Housing Modification Program - Special Needs		\$150.0	\$100.0	\$250.0
	Water/Sewer/Waste (DEC)			\$28,999.8	\$28,999.8
	<b>Total AHFC Capital Project Funding:</b>	<b>\$14,350.0</b>	<b>\$350.0</b>	<b>\$52,000.0</b>	<b>\$66,700.0</b>
	<b>Transfer Type Funding</b>				
	UAA Student Hsg Debt Service (FY1999 - FY2024)			\$1,000.0	\$1,000.0
	State Capital Project Bonds (FY1999 - FY2006)			\$44,000.0	\$44,000.0
	State Debt Retirement Fund			\$6,000.0	\$6,000.0
	<b>Total Other (Transfer Type) Funding:</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$51,000.0</b>	<b>\$51,000.0</b>
	<b>Total AHFC Funding:</b>	<b>\$14,350.0</b>	<b>\$350.0</b>	<b>\$103,000.0</b>	<b>\$117,700.0</b>
	<b>Total AHFC Funding Cap:</b>			<b>\$103,000.0</b>	
	<b>Over/(Under):</b>			<b>\$0.0</b>	

## Capital Projects & Program Synopsis

The Capital Budget is a plan for the distribution of AHFC's financial resources for items that have an anticipated life exceeding one year and the cost exceeds \$25,000. Unlike the Operating Budget which lapses at the end of one year, capital budget appropriations lapse only if funds remain after the project is completed, and/or if funds are lapsed administratively or legislatively, usually after five years.

AHFC Capital Improvement Projects (CIP) reflect the needs of the Corporation and the pursuit of its mission through the Goals and Objectives of the Corporation's Strategic Plan. Departments review prior Capital budgets to determine if there are any unfinished projects/programs that need to be completed or extended.

This Capital Budget was developed by AHFC staff and recommended for inclusion in the Governor's budget submission to the Legislature. Each project/program was reviewed and prioritized by the Budget and Housing Policy Committee and presented to the Board of Directors for approval. The Board passed a resolution approving this budget and instruct the Executive Director to submit the budget to the Governor's Office of Management and Budget (OMB) through the Department of Revenue.

1. **Supplemental Housing Development Program** --- Corporate (AHFC) funds to supplement Federal (HUD) funds to construct decent, safe and sanitary housing through regional housing authorities established under AS 18.55.996. Funds are used to cover housing development costs related to water distribution, sewer hookups, electrical distribution systems, road construction to project site, site development, and energy efficiency improvements. State laws limit the use of these funds to 20% of the HUD's total development cost per unit, and are prohibited from being used for administrative or other costs of the housing authority.
2. **Low-Income Weatherization Program** --- Federal U. S. Department of Energy (DOE) and Corporate (AHFC) funds to assist low- and moderate-income families attain decent, safe and affordable housing through the weatherization and rehabilitation of existing homes. Many homes in rural Alaska cannot maintain a healthy indoor temperature of 70 degrees during our long winter months.
3. **Paxton Manor Replacement - (Sitka)** --- Corporate (AHFC) funds to complete the replacement of 24 units (built in 1965). Completion includes the construction of a new multi-purpose building (including property management office space), maintenance shop, and a community room. The living conditions for residents will be improved by providing energy efficient units, fixing property drainage problems, and add more ADA compliant units. Federal funds from the HUD Capital Fund Program (CFP) will also be used to complete this project.
4. **Chugach View Renovation - Phase II (Anchorage)** --- Corporate (AHFC) and Federal funds for Phase II of the major renovation of Chugach View (Phase I was funded for FY2000). Chugach View is a 121 unit low-income senior housing complex across from the senior center in Anchorage. Phase II will complete interior renovations to all kitchens and bathrooms, and install new appliances and fixtures. In addition, ventilation and heat recovery systems will be installed, lighting will be improved, and accessibility features added.
5. **Senior Citizens Housing Development Program** --- Corporate (AHFC) funds for the development of senior citizen housing. Competitively awarded grants are provided for the purchase of building sites, site preparation, materials, construction, and rehabilitation of existing housing. Qualified organizations to apply include municipalities and public or private non-profit corporations. Additional components include smaller grants (up to \$25,000) for non-profit senior organizations to pay for preparation of plans and project feasibility studies, appraisals, site preparation and other pre-development activities.
6. **Senior & Statewide Deferred Maintenance & Renovation** --- Corporate (AHFC) and Federal funds to reduce deferred maintenance in Public Housing facilities for senior citizens, disabled individuals, and low-income families.

Funds authorized are for general physical upgrades as needed, and also for specific security and accessibility modifications.

7. **HUD Capital Fund Program (CFP) (formerly CGP)** --- Federal (HUD) grant that provides Public Housing Authorities with funds each year to help renovate and modernize public housing units. Funds also provide for administrative expenses, tenant-education projects, drug elimination/safety projects and management improvements.
8. **HUD Federal HOME Program** --- Federal (HUD) and Corporate matching (AHFC) funds for the HOME Investment Partnership Program. The purpose of the HOME program is to expand the supply of affordable low- and moderate-income housing and to strengthen the State's ability to design and implement strategies to achieve an adequate supply of safe, energy-efficient, and affordable housing. The Municipality of Anchorage has their own separate HOME program.
9. **Federal and Other Competitive Grants** --- Federal (HUD) and Corporate matching (AHFC) for available housing grants. Nationwide, grants are made available annually by the federal government or private institutions or foundations that target the housing needs of low-income families, special needs groups, senior citizens, the mentally ill, disabled or the homeless, and others. In cases where grants require a match, AHFC funds will be used to the extent necessary. Grant funds received are often passed through to local non-profit organizations, municipalities, and other organizations that deliver housing-related services.
10. **Competitive Grants for Public Housing** --- Federal (HUD) and Corporate matching (AHFC) funds for available housing grants for public housing facilities and residents. Annually, HUD makes available grants that target the needs of public housing facilities and residents in areas such as crime and substance abuse prevention, and economic self-sufficiency. When required, AHFC will provide the needed match. Some of the funds received will be passed through to local non-profit organizations that deliver services.
11. **Energy Efficiency Monitoring Research** --- Corporate (AHFC) funds to conduct housing construction research, analysis, and information dissemination amongst the housing industry and the public. Data gathering and analysis is being continued related to energy efficiency technology for homes constructed in northern building and market conditions.
12. **State Energy Program (SEP) Special Projects** --- Federal (DOE) and Corporate match funds for State Energy Program (SEP) special projects such as: building technologies, codes and standards, wind, power technologies, renewable energy for remote areas or transportation technologies.

**\*\*\*Mental Health Bill \*\*\***

1. **Homeless Assistance Program** --- Corporate (AHFC) funds to grant to local communities/agencies to help develop programs to prevent homelessness by providing assistance to families in imminent danger of becoming homeless, or those who are currently homeless. Corporate funds will be matched by Mental Health Trust Authority funds. Both funds will be combined and administered as one program by AHFC.
2. **Beneficiary & Special Needs Housing** --- Corporate (AHFC) funds for a continuing program to serve populations with special housing needs. The Department of Health and Social Services (DHSS) and AHFC jointly operate this program. The program provides funds to Alaskan non-profit service providers to increase housing opportunities for Mental Health Trust beneficiaries and other special needs populations throughout the state. The funds may be used for housing development and/or residential accessibility modifications.
3. **Housing Modifications and Special Needs Non-Residential Housing Program** --- Corporate (AHFC) funds to provide housing modifications to persons experiencing a disability, allowing them to remain in their homes and reduce the potential cost of providing supported housing. The program also provides funding to develop special needs housing that cannot be funded under AHFC's program because of statutory limitations. This program will be administered by DHSS.

## Board Resolution

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE ALASKA HOUSING FINANCE CORPORATION AUTHORIZING AHFC TO SUBMIT THE FY2002 OPERATING AND CAPITAL BUDGETS THROUGH THE DEPARTMENT OF REVENUE TO THE GOVERNOR'S OFFICE FOR SUBMITTAL TO THE STATE LEGISLATURE.**

**Resolution No. 00-57**

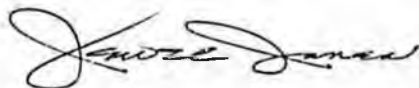
**WHEREAS**, the Executive Director of the Alaska Housing Finance Corporation has reviewed the proposed FY2002 Operating and Capital budgets submitted by staff; and

**WHEREAS**, the Executive Director presented the proposed FY2002 Operating and Capital budgets to the Budget and Housing Policy Committee on October 3, 2000.

**WHEREAS**, the Budget and Housing Policy Committee, after reviewing funding levels developed by staff, recommends to the full Board, the proposed Operating and Capital budgets for FY2002; and

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Alaska Housing Finance Corporation that the FY2002 Operating and Capital budget request be hereby approved for submission and authorizes the Executive Director to submit these budgets through the Department of Revenue to the Office of Management and Budget for inclusion in the Governor's Budget submitted to the State Legislature.

**PASSED AND APPROVED** by the Board of the Alaska Housing Finance Corporation this 16th day of November, 2000.



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Jewel Jones, Board Chair

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## Operating Budget

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**AHFC's Strategic Plan**

**Executive Office**

**Administrative Services**

**Information Services**

**Asset Management**

**Records Center**

**Procurement Department**

**Personnel Department**

**Corporate Communications**

**Internal Audit**

**Budget Department**

**Finance Department**

**Accounting Department**

**Planning & Program Development  
Department**

**Mortgage Department**

**Servicing Department**

**Research & Rural Development  
Department**

**Public Housing Executive Office**

**Housing Operations**

**Construction Department**

**Anchorage State Office Building**



## Operating Budget

The Alaska Housing Finance Corporation (AHFC) is a public corporation and government instrumentality, but for bonding purposes, has legal existence independent and separate from the State of Alaska. AHFC was created in 1971 by the State to provide Alaskans with low cost mortgage financing, with the majority of funds used to purchase the mortgage loans generated through the issuance of taxable and tax-exempt bonds. In June 1992, the Legislature consolidated the housing functions of state government under AHFC by merging the Alaska State Housing Authority (ASHA) and the energy and rural housing programs of the Department of Community & Regional Affairs (DCRA). The authority of AHFC expanded to provide for the financing, acquisition, rehabilitation, construction, weatherization, and operation of housing for low- and moderate-income Alaskans, citizens in rural Alaska, those with special needs, and senior citizens. AHFC continues to review ways to institute mortgage finance, refinance, and assistance programs for residents of the state. As changes occur, AHFC's focus remains responsive to the needs of changing economic conditions and demographics.

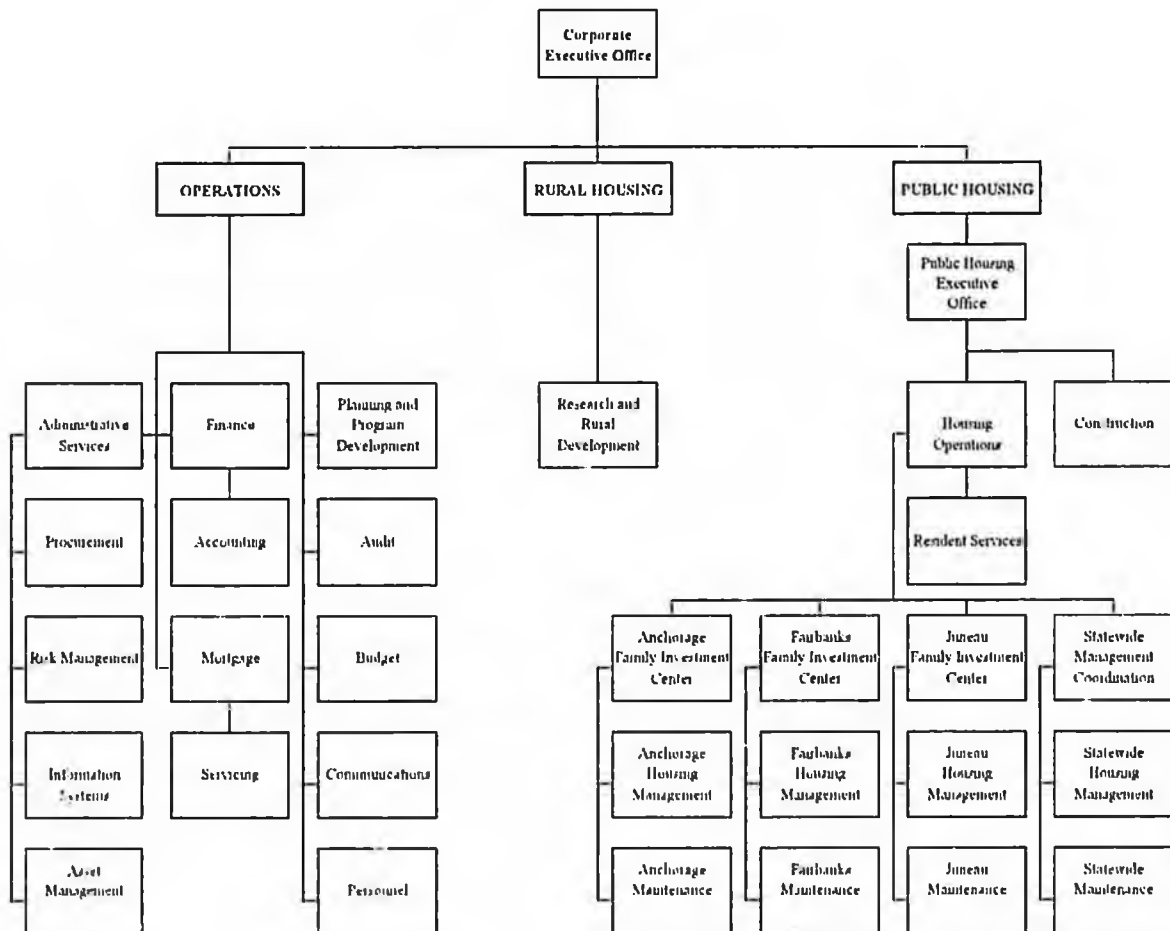
Since the merger AHFC has restructured the Corporation to use its resources more effectively. The agency has taken on the efficiencies and benefits of merging functions and activities into a well-managed organization. Staff is organized into departments with responsibilities and duties that avoid duplication of services. AHFC focuses on three main functions, or divisions: Operations (including mortgage, finance and administrative support), Rural and Public Housing. These divisions can not and do not function independently. Each department heavily relies on the talents, background, abilities, technical help, and support of the adjoining departments to deliver services to Alaska residents under its purview.

This is the third year the budget is presented in this format. The Corporation continues to move toward a Results-Based Budget. Budget activities are broken out and displayed by department. This section discusses the responsibilities, contributions and operations of each department outlining:

- ◆ Organizational Chart
- ◆ Mission
- ◆ Budget Summary
- ◆ Services Provided
- ◆ Goals & Strategies
- ◆ Key Issues
- ◆ Prior Year's Major Accomplishments
- ◆ Performance Measures
- ◆ Partners in Achieving Results
- ◆ Proposed Changes in Levels of Service
- ◆ Strategic Plan Status Report
- ◆ Statutes and Regulations

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# Alaska Housing Finance Corporation FY 2002



	Anchorage	Fairbanks	Juneau	Other	Total
FTE	25*	17	18	34	94
FTE	6	5	1	11	23
Total	6	1	2	1	9
Total	25*	24	17	46	112

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## Corporate Strategic Plan

### Mission

To provide Alaskans access to safe, quality, affordable housing.

### Services Provided

- ☐ Provide, purchase, and/or participate in Mortgage Loan programs statewide:
  - ☐ Conventional Loan programs
  - ☐ First-time Home Buyer Program
  - ☐ Veteran Loan programs
  - ☐ Rural Loan programs
- ☐ Manage, operate, and maintain Public Housing and Rental Assistance programs.
- ☐ Administer the State's Senior Housing programs.
- ☐ Administer the State's Weatherization programs.
- ☐ Administer the State Energy Program (SEP).
- ☐ Coordinate Alaska's Housing Strategy and Homeless programs.
- ☐ Administer state and federal housing grants.
- ☐ Development and modernization of Public Housing.
- ☐ Administration of Low-Income Tax Credits.
- ☐ Provide workshops and training (i.e. HomeChoice, Grant writing, Energy, etc.)
- ☐ Access to low cost capital.

### Organizational Chart

Mission

Budget Summary

Services Provided

Goals & Strategies

Key Issues

Prior Year's Major Accomplishments

Performance Measures

Partners in Achieving Results

Proposed Changes in Levels of Service

### Agency Budget Summary

Resource Summary	FY1999 Actuals	FY2000 Actuals	FY2001 Authorized	FY2002 Request	Diff	%
Personal Services	18,762,600	19,185,337	20,786,100	21,786,400	1,000,300	4.8%
Travel	481,200	601,925	785,500	1,040,500	255,000	32.5%
Contractual	10,961,300	12,570,669	12,783,600	13,242,500	458,900	3.6%
Supplies	1,463,200	1,772,614	1,834,100	2,580,900	746,800	40.7%
Equipment	680,900	398,568	222,600	234,600	12,000	5.4%
Land/Building	0	0	0	0	0	0.0%
Grants	1,000,000	1,450,000	851,500	630,000	-221,500	-26.0%
Miscellaneous	0	0	0	0	0	0.0%
<b>Expenditure Totals</b>	<b>33,349,200</b>	<b>35,979,113</b>	<b>37,263,400</b>	<b>39,514,900</b>	<b>2,251,500</b>	<b>6.0%</b>
<b>Funding Sources</b>						
Federal Receipts	16,491,200	17,657,558	18,866,100	20,218,600	1,352,500	7.2%
Inter-Agency Receipts	1,026,200	1,500,000	866,500	600,000	-266,500	-30.8%
CIP Receipts	1,049,400	1,217,472	1,457,200	1,501,100	43,900	3.0%
AHFC Corporate Receipts	14,782,400	15,604,083	16,073,600	17,195,200	1,121,600	7.0%
<b>Funding Totals</b>	<b>33,349,200</b>	<b>35,979,113</b>	<b>37,263,400</b>	<b>39,514,900</b>	<b>2,251,500</b>	<b>6.0%</b>
<b>Staffing</b>						
Full-time Positions	310	316	319	325	6	1.9%
Temporary Positions	35	33	30	29	-1	-3.3%
<b>Staffing Totals</b>	<b>345</b>	<b>349</b>	<b>349</b>	<b>354</b>	<b>5</b>	<b>1.4%</b>

## Goals and Strategies

1. ***Provide programs and services that are responsive to the diverse housing needs statewide:***
  - ✓ Increase housing and finance options for rural areas.
  - ✓ Define AHFC's role in meeting supporting infrastructure needs.
  - ✓ Review and update existing regulations.
  - ✓ Review statutes and identify any needed changes.
  - ✓ Increase leveraging of housing-related grants and other resources from various federal sources.
  - ✓ Expand and promote family self-sufficiency.
  
2. ***Increase home ownership:***
  - ✓ Identify needs (existing gaps) and educate public.
  - ✓ Match needs to AHFC home ownership programs.
  - ✓ Streamline loan application process.
  - ✓ Identify supporting infrastructure needs in coordination with other housing professionals (inspectors, energy raters, etc.).
  
3. ***Increase special needs housing:***
  - ✓ Work cooperatively with consumers, advocates, and special needs service providers to identify and address needs.
  - ✓ Work with Alaska Mental Health Trust Authority in addressing the housing need of Trust beneficiaries.
  - ✓ Establish process and financing mechanisms to help address "reasonable accommodation" for persons with disabilities.
  
4. ***Expand partnerships to strengthen program and service delivery:***
  - ✓ Strengthen relationships with regional housing authorities and other housing delivery organizations.
  - ✓ Plan and organize statewide housing conference.
  - ✓ Network with other agencies and non-profits for assistance.
  
5. ***Strengthen commitments to AHFC housing programs, functions and benefits:***
  - ✓ Strengthen cooperative relationships with governmental constituencies.
  - ✓ Strengthen cooperative relationships with public constituencies.
  - ✓ Develop and implement a public relations plan.
  - ✓ Promote jobs and employment in housing related fields.
  
6. ***Promote operational excellence:***
  - ✓ Strengthen staff knowledge and skills in addressing customers' special needs (environmental, cultural, economic, etc.).
  - ✓ Identify and implement new or improved work processes that benefit operations.
  - ✓ Utilize a mix of internal and external audit and feedback methodologies to measure and evaluate AHFC performance.
  - ✓ Develop and implement affirmative action plan.
  - ✓ Develop strategy to enhance customer service.
  - ✓ Identify survey mechanism most suitable for Corporation purposes.
  - ✓ Modernize and rehabilitate Corporate-owned and operated public housing in accordance with the 10-Year Plan.
  
7. ***Manage assets to generate sufficient profit to meet AHFC's financial commitments:***
  - ✓ Incorporate capital/grants budget levels into 6-Year Plan.
  - ✓ Develop strategy to meet existing commitments for transfers to and financing for benefit of the State.
  - ✓ Implement capital project bonding for the State.
  - ✓ Carry out AHFC's Capital Budget.
  - ✓ Prioritize AHFC financial and program obligations and commitments.
  - ✓ Formalize the process by which available and projected arbitrage is identified and allocated to specific programs.

## Key issues

It remains essential for AHFC to maintain an equitable balance between AHFC's ability to meet its mission of ensuring quality and affordable housing opportunities for Alaskans, and to maintain levels of net income sufficient to meet our financial obligations to the State of Alaska. AHFC is recognized as one of the leading housing authorities in the nation for its strong management, innovative programs, excellent bond ratings, and financial strength. AHFC must be allowed to operate in a manner that both responds to the state's fiscal needs while meeting the requirements of the Corporation's mission. AHFC has played an active role in assisting the State with its deferred maintenance, capital construction, and other financing needs. To date, this has been done in a manner that preserves the physical assets and investment portfolio of the Corporation in order to ensure our ability to continue to attract investors through the issuance of debt.

Due to changes in federal housing programs, AHFC is able to take advantage of new program funding that becomes available. AHFC will add 370 Section 8 Home Choice Vouchers and increase Low Rent Subsidies from 92.5% to 98.5%, adding about one million dollars. Housing Operations cannot absorb the increase in expenses at the current budget levels. Increments using available federal funds have been requested to cover these expenses.

Senior housing remains a concern to the Corporation. Housing needs for senior Alaskans continue to grow larger as the senior population increases faster than affordable housing can be provided. Developers, contractors, and nonprofit agencies continue to work with the Corporation to leverage funds and bring affordable housing and services to Alaska's senior citizens. However, project development startup costs are high and providers are hesitant to go through the long, expensive process only to see their efforts dashed at the tail end of proposals.

AHFC is having difficulty attracting and retaining quality employees with its current salary schedule. Over the past year, the employee turnover rate was 14.7%. Over the previous 12 months, the rate was 10%. Historically, the turnover rate has fluctuated annually between 7% and 8%. Turnover has occurred with critical positions in Construction, Information Systems, Accounting, and Housing Management. Additionally, key personnel had to be replaced in Mortgage, Finance, Personnel, and Internal Audit. Other key personnel have also announced intentions to leave Rural Development, Procurement, and Construction. Recruiting efforts for Information Systems and Accounting have not attracted the number or quality of applicants necessary to adequately fill the positions. Employees leaving the Corporation and recruits who have turned down positions have consistently referenced the opportunity for career advancement and higher wages and benefits. AHFC has restructured its salary schedule to attract and retain quality employees.

A key component of AHFC's Strategic Plan is to "plan and organize a statewide housing conference" to "expand partnerships to strengthen program and service delivery." AHFC feels it is important to strengthen relationships with regional housing authorities and other housing delivery organizations. A statewide housing conference will give AHFC an opportunity to network with other agencies and nonprofits to develop partnerships to enhance AHFC's housing programs and delivery systems.

Several important programs, formerly found in the Capital Budget, have been moved into the Operating Budget. These programs are considered on-going and are important to the Corporation. To facilitate AHFC's energy loan programs, it is extremely important that builders and raters, especially those who certify compliance, are trained and certified by the Corporation as receiving the qualified training. AHFC feels it is important to provide a measure of support to the Association of Alaska Housing Authorities (AAHA) to coordinate activities and training to all Regional Housing Authorities. The Corporation also supports the Rural Alaska Sanitation Task Force to insure that rural community members are active participants on the Governor's Sanitation Task Force. Other important projects include the Rural Housing Needs Assessment Study and the analysis of the current census data related to housing.

### Prior Year's Major Accomplishments

- Since the inception of the Corporation, the State has contributed a total of \$1,069,523,000 to the Corporation. As of June 30, 2000, the Corporation has transferred funds back to the State totaling \$1,053,640,000.
- Received a 92.9% (High Performer) score on HUD's FY2000 new Public Housing Assessment System (PHAS). The score measures performance in four areas of management of the 1365 public housing units owned by AHFC:
  - Physical Condition 26.9 of 30.0 Points
  - Financial Condition 27.0 of 30.0 Points
  - Management Operations 30.0 of 30.0 Points
  - Resident Satisfaction 9.0 of 10.0 Points
- A STRONG ranking with STABLE outlook from *Standard & Poor's* Public Housing Authority Evaluation.
- Developed, published, and distributed agency-wide second annual *Missions and Measures* for results-oriented budgeting for the Corporation.
- Maintained and continued to expand our website to include more information and notices (programs, grants, jobs, workshops/classes, etc.), applications (grants, jobs, etc.), and financials (balance sheets, bonds, etc.). The website received the highest possible rating (4\*) from *MuniNet Guide & Review*, an independent research company intended to help government users stay abreast of new and/or improving Internet sites.

- Reduced documentation required and streamlined procedures for loan commitments and purchases and worked toward implementing electronic submission of loan files.
- Provided \$561 million for 4,295 Alaskans to purchase homes (does not include Streamlined Refinance loans).
- Maintained a delinquency rate of less than 4%.
- Purchased 2,205 new Tax Exempt First Time Home Buyer loans totaling \$229.3 million, an increase of 21%.
- Implemented the Taxable First-Time Home Buyer Program and purchased 285, totaling \$42.4 million.
- Provided lower mortgage rates to 1,530 low-income borrowers under the Interest-Rate Reduction for Low-Income Borrowers Program, a 24% increase.
- Increased mortgage loan activity by 25% in the urban loan programs.
- Purchased 76 Multi-Family Loans totaling \$54.5 million, an increase of 57%.
- Completed planning and development of the Annual Action Plan for the Housing & Community Development Plan (HCD) and the Annual Performance Report (APR), bringing \$7 million HUD funds to Alaska.
- Additional accomplishments listed in the Appendix of FY2002 Missions & Measures.

### Performance Measures

**Maintain or Decrease Administrative Cost per Dollar of Investment (HCS CSSB 281(FIN) Sec. 138(b)(1):**

Benchmark	FY00:	5.82% (Operating Expenses / Mortgage Purchases)
	FY99:	5.21% (Operating Expenses / Mortgage Purchases)
	FY98:	7.65% (Operating Expenses / Mortgage Purchases)

**Maintain or Increase Net Income (HCS CSSB 281(FIN) Sec. 138(b)(2):**

Benchmark:	FY00 Net Income:	\$81,802,000
	FY99 Net Income:	\$79,850,000
	FY98 Net Income:	\$95,916,000

**Percentage of AHFC-owned housing per privately owned housing (HCS CSSB 281(FIN) Sec. 138(b)(3):**

Benchmark:	FY00 Market Share:	43%
	FY99 Market Share:	33%
	FY98 Market Share:	30%

**Maintain the rating of High Performer on the Public Housing Management Assessment Program (PHMAP) score (HCS CSSB 281(FIN) Sec. 138(b)(4):**

Benchmark:	FY00 PHAS Score:	92.9%	"High Performer" (New Scoring System)
	FY99 PHMAP Score:	100%	"High Performer"
	FY98 PHMAP Score:	100%	"High Performer"

**Increase the Loan Portfolio:**

Benchmark:	Loan Portfolio @6/30/2000:	#28,325 Loans	\$2,714,816,145
	Loan Portfolio @6/30/1999:	#26,776 Loans	\$2,367,754,000
	Loan Portfolio @6/30/1998:	#26,159 Loans	\$2,119,516,000

**Increase number of Loan applications:**

Benchmark: FY00 Loan Applications: 3,940 Loans \$600,240,636 Urban / 609 Loans \$92,034,078 Rural  
 FY99 Loan Applications: 3,954 Loans \$526,398,308 Urban / 825 Loans \$128,060,289 Rural  
 FY98 Loan Applications: 4,045 Loans \$465,561,468 Urban / 795 Loans \$117,697,768 Rural  
*Note: FY98 is different than last year's book because it was converted from calendar year to fiscal year.*

**Increase in Mortgage Loan Purchases:**

Benchmark: FY00 Mortgage Loan Purchases: 4,421 Loans \$618,626,813  
 FY99 Mortgage Loan Purchases: 5,187 Loans \$639,980,000  
 FY98 Mortgage Loan Purchases: 3,503 Loans \$431,440,000

**Establish a High Performer rating on the Section Eight Management Assessment Program (SEMAP):**

Benchmark: FY00 SEMAP Score: 100% Advisory Score  
 FY99 SEMAP Score: Not Applicable  
 FY98 SEMAP Score: Not Applicable

**Timely completion of construction projects within budget:**

Benchmark: FY2002 Construction Completion Schedule:

Project	Year Appropriated	Completion Date	Location
Major Renovation	FY99/FY00	07/01	Park View Manor
Major Renovation	FY00	02/02	Southall Manor
Major Renovation	FY00	09/01	Eyak Manor
<b>Senior &amp; Statewide Deferred Maintenance</b>			
Roof replacement	FY01	08/01	Glacier View
Install rain gutters	FY01	07/01	Birch Park I&II
Replace mechanical system	FY01	08/01	Alpine Terrace
Drainage improvements	FY01	09/01	Bethel Heights
Replace windows	FY01	09/01	Williwa Manor
Repair windows	FY01	08/01	Bethel Heights

**Partners in Achieving Results**

AHFC partners with a multitude of entities, including: commercial banks, Realtors, home builders, construction contractors; municipal, state and federal agencies, as well as, various nonprofit groups that deliver housing services across the state.

**Proposed Changes in Levels of Service**

**Changes in the Narrative Section of the Operating Bill:** The Narrative Section, formally called the Front Section, has moved towards the back of the Operating Budget Bill.

Section (c) will be changed to reflect the 370 additional Vouchers in the Section 8 Program. The line item has been increased by \$2.5 million in appropriations for the Section 8 Housing Assistance Payments (HAP) to private landlords throughout the State. Section 4 (c) will read as follows:

(c) The following amounts are appropriated to the Alaska Housing Finance Corporation (AHFC) from the sources indicated and for the following purposes:

PURPOSE	AMOUNT	SOURCE
Housing loan programs not subsidized by AHFC	\$798,000,000	AHFC corporate receipts
Housing loan programs and projects subsidized by AHFC	\$70,000,000	AHFC corporate receipts derived from arbitrage earnings
Housing Assistance Payments Section 8 Program ***	\$27,500,000	Federal receipts

\*\*\*

Voucher Program .....	\$16,100,000
Adelaide SRO.....	\$400,000
Welfare to Work.....	\$4,000,000
Section 8 New Contract Administration.....	\$7,000,000

**Line Item Transfers**

Increases to Personal Services for merit increases are offset by reductions in other line items. Increases to Travel are for increased activity to monitor program compliance. Reductions to cover the above increases are taken from decreases in contractual items using Federal receipts and Corporate receipts. Increases in the Equipment line are for the purchase of a new copy machine. The Grants line increased to respond to turn-outs and other emergencies.

**Transfer Capital Budget Programs to Operating Budget**

Several important programs, formerly found in the Capital Budget, have been moved into the Operating Budget. These programs are considered on-going and are important to the Corporation. These items are outlined below:

Alaska Association of Housing Authorities (AAHA) Support

The Association of Alaska Housing Authorities (AAHA) was incorporated in 1977 to work for the regional housing authorities and all Alaskans. Its purpose is to secure funding and develop programs tailored for Alaska's conditions, which will increase the supply of decent, safe, and sanitary housing for Alaskans. The grant to AAHA will be used to fund a director and continue its goals and activities.

Alaskans living in more than 135 rural communities throughout the state have substandard and inadequate water and sewer facilities. This lack of basic facilities results in many rural Alaskans drinking untreated water from ponds, creeks or rivers and having to use a bucket as a toilet or an outhouse as a bathroom facility. This often results in sewage pooling in close vicinity to homes, liquid wastes leaching into the water used for drinking, and exposing children to raw sewage in their play areas.

Rural Alaskan Sanitation Task Force Support

The Rural Alaska Sanitation Coalition (RASC) serves as "the voice of rural Natives and community members living with the daily impacts of poor sanitation conditions." RASC's Mission is to bring about positive, long-term change in the substandard water, sewer, solid waste and related environmental health conditions existing in Alaska villages. This requires listening to the needs of rural households, keeping village residents informed of rural sanitation efforts and encouraging their active involvement in community water, sewer and solid waste projects and consistently, diligently, and persistently participating in federal and state sanitation-related discussions.

The RASC has provided a mechanism to ensure the federal and state resources aimed at improving village sanitation conditions incorporate Alaska Natives and rural community input, guidance and control of village residents and region organizations. Alaska Natives and rural community members want 'strategies, findings, and recommendations', which can be embraced and implemented as their own.

The Alaska Housing Finance Corporation support of this proposal will enable the RASC to sustain RASC's village

communication through distribution of Highlights and other activities. AHFC will help RASC continue to coordinate efforts in a consistently professional manner. Duplication and distribution of basic and current sanitation program materials will continue. Further development of a rural sanitation web-site, to include the creation and implementation of a vendor advertising section of the web-site, will be accomplished. RASC will be able to design and pay for a travelling sanitation information booth, support members' participation in specific state and national meetings when necessary, supplement RASC members' participation in RASC's face-to-face meetings.

#### Builder & Rater Education

AHFC will continue its efforts to provide widespread educational opportunities in energy conservation methods and techniques that target a broad constituency. AHFC will conduct workshops, develop curricula and provide technical assistance to deliver the needed education.

Identified activities include:

- a. Enhance residential renovation/retrofit curriculum.
- b. Provide training and curriculum development on AHFC's new energy efficient software.
- c. Develop curriculum for ICBO inspector energy training.
- d. Provide consumer and builder energy education workshops throughout Alaska.
- e. Transfer technology of the Canadian's environmentally sound and non-toxic "Healthy House" concept into an Alaskan curriculum and training program.
- f. Provide statewide technical energy training and assistance for energy raters, International Conference of Building Officials (ICBO) inspectors, weatherization providers, building contractors, and other building industry professionals.
- g. Participate in the North Committee, providing an international exchange of information and technology on arctic and other cold climate building sciences.
- h. Develop educational and promotional materials on energy efficient log home construction standards and provide statewide workshops to promote the new log home standards.

Aggressive marketing and incentive programs have resulted in widespread acceptance of AHFC's home energy rating program with the public, lenders, appraisers and real estate community. AHFC remains committed to its energy rating program and its importance to supporting energy conservation in the residential market. AHFC's activity with various home construction groups that emphasize energy conservation has allowed us to reach niche markets that we could not otherwise reach with the greatest of effectiveness. These niche markets consist of builders and consumers interested in construction of homes that are more energy efficient than minimum construction standards required by Alaska.

The activities will be performed through two (2) competitively bid grants:

- a. Builder Education
- b. Home Energy Rater Training

This program is an enhancement and further dissemination of our Cooperative Extension Service (CES) Energy Education workshops, curriculum development, technical assistance and information dissemination to the public.

#### **Add Corporate, Federal, and CIP funds to restructure the Salary Schedule**

AHFC has restructured its salary schedule because of difficulty attracting and retaining quality employees with its current salary schedule. Over the past year, the employee turnover rate was 14.7%. Over the previous 12 months, the rate was 10%. Historically, the turnover rate has fluctuated annually between 7% and 8%. Turnover has occurred with critical positions in Construction, Information Systems, Accounting and Housing Management. Additionally, key personnel had to be replaced in Mortgage, Finance, Personnel, and Internal Audit. Other key personnel have also announced intentions to leave Rural Development, Procurement, and Construction. Recruiting efforts for Information Systems and Accounting have not attracted the number or quality of applicants necessary to adequately fill the positions. Employees leaving the Corporation and recruits who have declined positions have consistently referenced the opportunity for career advancement and higher wages and benefits.

#### **Add Three PCNs & Federal funds to administer 370 new Section 8 Vouchers**

AHFC has applied for and received 370 new Section 8 Housing Choice Vouchers. The Housing Choice Voucher Program provides eligible low-income Alaskans with a method of obtaining affordable housing. It helps families lease privately owned

rental units from participating landlords. The Alaska Housing Finance Corporation's Public Housing Division administers the voucher program in 11 communities throughout Alaska.

Families whose income is at or below 50 percent of the area median income are encouraged to apply. Income limits are set by HUD and are based on family size and the community where the family resides. Applicants may qualify for and request a local preference for conditions like displacement due to natural disaster, domestic violence, homelessness, a rent burden of 50 percent or more of income, families with a terminally ill member, working families, elderly or disabled families, and veterans.

To use the Housing Choice Voucher, a private rental market landlord must enter into an agreement with AHFC to receive the subsidy. The rent must be reasonable and within limits set by HUD (Fair Market Rents). The unit also must meet a Federal Housing Quality Standards inspection. Landlords may use their own lease; however, AHFC recommends an initial lease term of one year.

The funds requested will be earned as administrative fees and used accordingly. Three new positions to administer this program are requested.

**Add additional Federal funds to administer the Conventional Low Rent Program**

HUD has increased its subsidy level from 92.5% to 98.5% of the full eligibility as determined by the Performance Funding System (PFS), as noticed in HUD's PIH-2000-03. In addition to the increase in the subsidy level, HUD has announced a new treatment of Rental and Non-rental Income used in the subsidy calculation, thus increasing Federal funding to the Public Housing Division. To take advantage of these increases and provide the services needed in the maintenance of AHFC owned units, AHFC requests an increase in Federal funding of one million dollars. The funds will be used in Personal Services, travel, Contractual Services and Supplies.

**Add two PCNs for Compliance Auditors to monitor projects in the HOME and Tax Credit programs**

The activity in the Low-income Housing Tax Credit Program is expected to double. At the projected pace the Tax Credit, HOME, and Senior Housing Development compliance responsibilities will increase overall by approximately 20% within the next operating year to a total of 80 projects statewide. This estimation is based on the past history and the pending increase of the Tax Credit dollars allocated to AHFC from the current level of \$750,000 to \$2,000,000 and prior year's activity.

Compliance monitoring is mandated by IRS Section 42, and AHFC's Internal Audit department is charged with acting as a monitoring agent. In addition, construction projects statewide, funded by the HOME program, have been completed and have begun their basic rental operations. As in the Tax Credit Program, HUD requires annual compliance monitoring of all these projects. Because of these mandated requirements we have no choice but continue in this expanding arena. AHFC requests funding for two additional PCNs to accomplish this task.

**Add additional Corporate and Federal funds for increases in fixed costs**

For the past couple of years, the Corporation has absorbed the increases in fixed costs; however, this fiscal year contractual obligations exceed the amount that can be absorbed without adversely affecting operations. Insurance costs are increasing approximately \$23,675. Office lease and/or rental costs will increase by \$55,540. Computer maintenance costs will increase by \$25,466. Software maintenance costs will increase dramatically by \$119,901 because of a change in software company ownership. Postage to mail required forms, notices and other correspondence have increased by \$22,114. Advertising costs for legal notices, public meetings and job announcements have increased by \$123,383. Approximately 68% are Corporate Receipts and 32% Federal Receipts.

## Statutes & Regulations

### State of Alaska

AS 18.55	Housing, Public Building, Urban Renewal, and Regional Housing Authorities
AS 18.56	Alaska Housing Finance Corporation
15 AAC 118	Health and Safety
15 AAC 150	Alaska Housing Finance Corporation
15 AAC 151	AHFC General Programs
15 AAC 152	AHFC Rural Housing
15 AAC 153	AHFC Public Housing
15 AAC 154	Grant Programs
15 AAC 155	AHFC Energy Efficiency Programs
19 AAC 69	Energy Efficiency
19 AAC 80	Housing Assistance Loan Fund
19 AAC 82	Home Ownership Assistance Program
19 AAC 83	State-Assisted Rental Housing Construction Program
19 AAC 85	Senior Citizens Housing Development Fund
19 AAC 88	Supplemental Housing Development Grants
19 AAC 89	Senior Housing Revolving Fund

### Code of Federal Regulations

10 CFR 420	State Energy Conservation Plans
10 CFR 440	Weatherization Assistance for Low-income Persons
24 CFR 41	Policy and Procedures for the enforcement of standards and requirements for accessibility requirements by the physically handicapped
24 CFR 42	Uniform Relocation Assistance & Real Property Acquisition for federal & federally assisted programs
24 CFR 91	State & Local Housing Affordability Strategies
24 CFR 92	HOME Investment Partnerships Program
24 CFR 219	Flexible Subsidy Program - Capital Improvement Loans
24 CFR 574	Housing Opportunities for Persons with AIDS
24 CFR 575	Emergency Shelter Grants
24 CFR 576	Emergency Shelter Grants: Steward B. McKinney Homeless Assistance Act
24 CFR 582	Shelter Plus Care Program
24 CFR 583	Supportive Housing Program
24 CFR 600	Comprehensive Planning Assistance
24 CFR 850	Housing Development Grants
24 CFR 880	Section 8 Housing Assistance Payment Program for new construction
24 CFR 882	Section 8 Housing Assistance Payment Program - existing housing
24 CFR 886	Section 8 Housing Assistance Payment Program - special allocations
24 CFR 887	Housing Voucher Program
24 CFR 889	Grant Programs - Housing & Community Development, Low- and Moderate-Income Housing, & Rent Subsidies
24 CFR 901	Public Housing Management Assessment Program
24 CFR 902	Public Housing Assessment System
24 CFR 941	Public Housing Development
24 CFR 961	Drug Abuse, Drug Traffic Control, Grants Programs - Housing & Community Development & Public Housing
24 CFR 963	Public Housing - Contracting with Resident-owned businesses
24 CFR 964	Tenant Participation & Management in Public Housing
24 CFR 965	PHA-Owned or leased projects - Maintenance & Operation
24 CFR 968	Comprehensive Grants Program
24 CFR 970	Public Housing Program - demolition or disposition of public housing projects
24 CFR 990	Annual Contributions for Operating Subsidy
45 CFR Subtitle B	Family Self-Sufficiency Program

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Missions and Measures Status Report  
Article 12. Department of Public Safety  
House Finance Committee  
January 16, 2001

**Sec. 116 DEPARTMENT OF PUBLIC SAFETY**

The mission of the Department of Public Safety is to ensure public safety and enforce fish and wildlife laws. (HCS CSSB 281(FIN) am H, Chapter 129, SLA 2000)

Besides the 26 measures adopted in SB 281, the Division of Alaska State Troopers continued 8 measures adopted in CS SB 169(FIN) am H, Chapter 77, SLA 1999

Unless otherwise noted, the Benchmark Period is July 1, 1999 through December 31, 1999 and the Target Period is July 1, 2000 through December 31, 2000. AST measures carried forward from SB 169 include the comparable Benchmark Period from 1998.

**Sec. 117 OFFICE OF THE COMMISSIONER**

The mission of the Office of the Commissioner is to provide support and policy direction to divisions within the department.

- 1. The percentage of divisions that meet assigned performance measures.

Benchmark Period	Target Period	Change
July - December, 1999	July - December, 2000	
New Measure FY 01	78%	NA

Divisions whose measures are Achieved, On Track, or Too Soon To Tell will be counted as having met their assigned performance measures for this mid-year review. Those measures which have been determined by divisions or programs to be Unlikely To Meet will be counted as not meeting assigned performance measures.

**Sec. 118 DPS - DIVISION OF ADMINISTRATIVE SERVICES**

The mission of the Division of Administrative Services is to provide support services to department programs.

- 1. The cost of Administrative Services as compared to the total personnel costs for the department.

Benchmark Period	Target Period	Change
\$715.2/\$25,150.3 = 2.8%	\$766.3 /\$25,834.4 = 3.0%	+2%

- 2. The number of department employee grievances as compared to the total number of grievances for all state departments.

Benchmark Period	Target Period	Change
July, 1999 – June 2000	July – December 2000	
5/447 = 1.1%	13/211 = 6.2%	+5.1%

**Sec. 119 DPS – DIVISION OF FIRE PREVENTION**

The mission of the Division of Fire Prevention is to prevent the loss of life and property from fire and explosion.

The Benchmark Period is July 1, 2000 through December 31, 2000.

The Target period is July 1, 2000 through December 31, 2000.

**1. Percentage of buildings found in compliance with legal standards.**

Benchmark Period	Target Period	Change
Goal 30%	4% (13 of 329)	- 26%

We are unlikely to meet this goal the first year of measuring. Our previous inspection schedule was on a biannual basis, and some occupancies had not been inspected for a number of years. We are converting to an annual schedule but will not be able to inspect every building in our jurisdiction for at least two years initially. Due to unusual staff turnover within the Division, resources are currently unavailable to accomplish this benchmark. Additionally, the benchmark may have been an unrealistic assumption of the condition of facilities in our jurisdiction.

We feel confident that once the new personnel are trained and certified the benchmark will be attainable.

**2. Number of fire prevention educational contacts made by the division.**

Benchmark Period	Target Period	Change
Goal 7,500	5,954	-21%

We are unlikely to meet this benchmark. The majority of our public education contacts are at fairs and other mass gatherings. Due to higher than normal staff turnover within the Division, there were few personnel to assign to these functions. There are few functions remaining in the rest of the FY to allow us to make enough contacts to achieve our benchmark.

We feel confident that once the new personnel are trained and certified the benchmark will be attainable.

**3. Average time required to conduct initial building plan review.**

Benchmark Period	Target Period	Change
On Time Rate Goal 80%	78.40%	- 1.6% slower
Avg. Initial Plan Review Time Goal 14 Days	8.8 Days	+37% faster

We are on track or ahead of schedule on this measure. With the turnover of personnel in the Division, the decision was made to commit available resources to this program, as it is a direct service to the public and facilitates commerce.

**4. Number of priority occupancies inspected.**

Benchmark Period	Target Period	Change
Goal 635 Inspections	329 Conducted	- 49%

We are unlikely to meet this benchmark. Due to higher than normal staff turnover within the Division, there were insufficient trained personnel to commit to this program. We feel confident that once the new personnel are trained and certified the benchmark will be attainable.

**Sec. 120 DPS – DIVISION OF ALASKA STATE TROOPERS**

The mission of the Division of Alaska State Troopers is to preserve the public peace and to protect life and property.

**1. Number of homicides per capita per year.**

Homicide by its nature is a crime primarily of opportunity and passion. Some will always occur. Others that are affected by alcohol/drugs, and other outside influences can be reduced somewhat. To this end, the Alaska State Trooper's Sex Offender Registration and Noncompliance Enforcement Program, illegal drug and alcohol interdiction programs, DNA collection program; and the special DWI enforcement programs will help reduce those homicides so effected.

Benchmark Period	Target Period	% Change
July 1 – Dec. 31, 1999	July 1 – Dec. 31, 2000	
17	15	- 12 %

**2. Number of rapes per capita per year.**

Benchmark Period	Target Period	% Change
July 1 – Dec. 31, 1999	July 1 – Dec. 31, 2000	
142	112	- 21 %

**3. Number of burglaries per capita per year.**

Benchmark Period	Target Period	% Change
July 1 – Dec. 31, 1999	July 1 – Dec. 31, 2000	
618	687	+ 11 %

**AST measures from prior year SB 169 provided as supplementary information:**

**1. Increase in the number of sex offender compliance actions (Source SB 169).**

A	B	B/A	C	C/B
7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
282	348	23%	299	-14%

**2. Increase in the percentage of seat belt use in Alaska State Trooper jurisdiction (Source SB 169).**

There exists no reliable mechanism to determine whether or not motor vehicle occupants are using a seatbelt or shoulder belt occupant safety device on a consistent basis. The Alaska State Troopers have committed to encouraging the motoring public in the use of the safety belts by aggressively enforcing seatbelt usage through issuing citations to those operators and occupants found not to be using the devices at the time of traffic enforcement contacts and accident investigations.

A	B	B/A	C	C/B
7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
579 citations	883 citations	+53%	1,672 citations	+89%

**Note:** The increase in citations is attributed to AST assigning higher priority and supplemental funding provided by DOT&PF for trooper overtime to perform construction zone traffic and seatbelt enforcement.

**Seatbelt Use as Measured by the University of Alaska Urban Area Study**

1998 Survey	1999 Survey	% Change
63% Compliance	64% Compliance	1%

**3. Decrease in the percentage of repeat offenders in domestic violence incidents closed by arrest in Alaska State Trooper jurisdiction (Source SB 169).**

	A	B	B/A	C	C/B
	7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
<b>Total Offenders</b>	762	708		695	
<b>Repeat Offenders</b>	45	35		51	
<b>% of Repeat Offenders</b>	5.9%	4.94%	- .96%	7.33%	+ 2.39%

**4. Reduction in the number of Village Public Safety Officer positions in communities with a local police department (Source SB 169).**

A	B	B/A	C	C/B
7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
3	3	0%	4	+ 33%

There are currently VPSO positions in 4 villages (Unalakleet, King Cove, Yakutat, and Togiak), where Alaska Police Standards Council certified law enforcement services are available. During 2000, Unalakleet hired a certified Police Officer and still has a filled VPSO position.

**5. Increase in the percentage of offenses closed by arrest for crimes assigned to the Criminal Investigation Unit (Source SB 169).**

	A	B	B/A	C	C/B
	7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
<b>Total Criminal Offenses</b>	36	20		35	
<b>Offenses Closed by Arrest</b>	0	1		9	
<b>% of Closed</b>	0%	5%	+ 5%	25.7%	+ 20.7%

6. Cost for each offense assigned to Narcotics Task Force units (Source SB 169).

A	B	B/A	C	C/B
7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
\$1,060	\$1,070	+ 1%	\$1,076	+ 1%

7. Decrease in the total number of traffic accidents that occur in Alaska State Trooper jurisdiction (Source SB 169).

A	B	B/A	C	C/B
7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
2,142	2,281	+ 6.5%	2,032	- 11%

8. Increase in the percentage of VPSO-Investigated alcohol bootlegging and importation offenses that are closed by arrest (Source SB 169).

	A	B	B/A	C	C/B
	7/1/98 – 12/31/98	7/1/99 – 12/31/99	% Change	7/1/00 – 12/31/00	% Change
Total VPSO Bootleg Offenses	21	29		18	
Offenses Closed by Arrest	9	14		10	
%	43%	48%	+ 5%	55%	+ 7%

**Section 121. DPS- DIVISION OF FISH & WILDLIFE PROTECTION**

The mission of the Division of Fish and Wildlife Protection is to protect the state's fish and wildlife resources.

The benchmark period for this report is July 1, 1999 through December 31, 1999. The target period is July 1, 2000 through December 31, 2000.

1. Number of sport fishing violations.

Benchmark Period	Target Period	Change
1,366	1,358	- 1%

2. Number of hunter contacts made by the division.

Benchmark Period	Target Period	Change
13,508	12,160	- 10%

**Sec. 122 DPS - ALASKA POLICE STANDARDS COUNCIL**

The mission of the Alaska Police Standards Council is to establish professional training and hiring standards for law enforcement officers in the state.

**1. Hours of recruit training funded**

Benchmark Period	Target Period	Change
13,680	17,300	+ 26%

Note: The +26% change is due to increased sur-charge funding this fiscal year that has allowed additional DPS and municipal officers to attend the academy.

**2. The hours of advanced training funded**

Benchmark Period	Target Period	Change
1149	818	- 29%

Note: The -29% in-service training benchmark is due to scheduling of courses and the availability of officers to attend. In-service training will increase during the remainder of the fiscal year.

**Sec. 123 DPS- COUNCIL ON DOMESTIC VIOLENCE & SEXUAL ASSAULT**

The mission of the Council on Domestic Violence and Sexual Assault is to reduce the causes and incidences and to alleviate the effects of domestic violence and sexual assault.

**Measure #1 – The percentage of continuing clients.**

**Victims**

Benchmark Period	Target Period	Change
New Measure FY 01	.64%	NA

The data collection process for this measure was established July 1, 2000. This data represents client information from the period of July 1<sup>st</sup> through September 30<sup>th</sup>, 2000.

**Batterers**

Benchmark Period	Target Period	Change
New Measure FY 01	1.58%	NA

The data collection process for this measure was established July 1, 2000. This data represents client information from the period of July 1<sup>st</sup> through September 30<sup>th</sup>, 2000.

**Measure #2 – The percentage of the council's budget spent on prevention**

Benchmark (FY 00)	Target (FY 01)	Change
\$3,545,550	\$3,996,717	+ 13%

**Measure #3 – The cost of shelter per night**

Benchmark Period	Target (FY 01)	Change
New Measure FY 01	\$68 per night	NA

**Measure #4 – The amount spent for and the percentage reduction in domestic violence and sexual assault compared to the amount spent for that purpose last year.**

Benchmark (FY 00)	Target (FY 01)	Change
\$9,205,722	\$9,383,382	+ 2%
1579 Cases (a)	2209 Cases (a)	+ 40%

(a) First six months 7/1-12/31

**Measure #5 – The incidence of reported domestic violence and sexual assault cases.**

Benchmark Period	Target Period	Change
1579	2,209	+ 40%

**Measure #6 – The number of homicides from domestic violence and sexual assault.**

Benchmark Period	Target Period	Change
14	20	+ 6 cases

Benchmark: The numbers of homicides reflected in this measure are for the Calendar Year 1998.

Target Period: The numbers of homicides reflected in this measure are for the Calendar Year 1999.

**Sec. 124**

**DPS - SCIENTIFIC CRIME DETECTION LABORATORY**

**The mission of the Scientific Crime Detection Laboratory is to provide forensic science services to law enforcement agencies.**

The benchmark period for this report is July 1, 1999 through June 30, 2000. The target period is July 1, 2000 through June 30, 2001, however data is available for first six months only.

**1) Average time from receipt of a case to issuance of a report**

Benchmark Period	Target period	Change
57 days	107 days	+ 88%

The increase in the average time to issue a report is due to the requirement to perform verifications of standards and procedures, reagents and kits in each area of forensic analysis. In March of 2000, the lab's DNA section changed methods of DNA analysis from DQA which discriminates approximately one in ten thousand individuals to SGR which discriminates up to one in one billion individuals. To achieve this level of accuracy, more work is required.

**2) Average cost per case**

Benchmark Period	Target period	Change
\$1249 per case worked	\$1,174 per case worked	\$75 decrease or 6%

**Sec. 125**

**DPS - PUBLIC SAFETY ACADEMY**

The mission of the Public Safety Academy is to train law enforcement officers.

The benchmark period is the Alaska Law Enforcement Training (ALET) held in the fall of 1999. There are two classes per year (fall and spring).

**Measure: Cost per officer trained.**

ALET Class (Fall 1999)	ALET Class (Fall 2000)	Change
\$6,041	\$6,041	0%

**Measure: Graduation rate.**

ALET Class (Fall 1999)	ALET Class (Fall 2000)	Change
100%	100%	0%

**Measure: Percentage of officers who remain employed as law enforcement officers one year after graduating.**

ALET Class (Fall 1999)	December 2000	Still Working
36 Graduates	29 Still Working	80%

This includes municipal, state and federal law enforcement officers trained.

**Sec. 126**

**DPS - VIOLENT CRIMES COMPENSATION BOARD**

The mission of the Violent Crimes Compensation Board is to mitigate the effects of having been victimized.

**1. Average time from receipt of a claim to the Board's final determination.**

Benchmark	Target	Difference
90-150 days	60 Days	30 - 90 Days Faster

Note: National norms for processing time average between 90 and 150 days.

1/16/01 D76

## **ALASKA DEPARTMENT OF FISH & GAME**

### **Mission and Performance Measures From SB 281**

The mission of the Department of Fish and Game is to protect, maintain, and improve the fish, game and aquatic plant resources of the state, and manage their use and development in the best interest of the economy and well-being of the people of the state, consistent with the sustained yield principle.

**House Finance Committee**

**Monday, January 15, 2001**

**00 HOUSE CS FOR CS FOR SENATE BILL NO. 281(FIN) am H**

01 "An Act relating to missions and measures to be applied to certain expenditures  
02 by the executive branch of state government and the University of Alaska from  
03 the state operating budget for the fiscal year ending June 30, 2001; and providing  
04 for an effective date."

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

06 \* **Section 1. Addition to the uncodified law of the state.** The uncodified law of the State  
07 of Alaska is amended by adding the new sections set out in secs. 1 - 154 of this Act.

08 \* **Sec. 2. Legislative purpose and preamble.** (a) The purpose of this Act is to state the  
09 missions, when expending money appropriated by the operating budget for the fiscal year  
10 2001, for the departments of state government and for those divisions within departments that  
11 the legislature reviewed in 2000 and, in some cases, to set out performance measures for  
12 divisions or programs within divisions.

13 (b) All departments of state government shall be held accountable for their actions,  
14 including compliance with the recommendations of legislative audits as directed by the  
01 legislature.

**22 Article 6. Department of Fish and Game.**

23 \* **Sec. 68. Department of Fish and Game.** The mission of the Department of Fish and  
24 Game is to protect, maintain, and improve the fish, game, and aquatic plant resources of the  
25 state, and manage their use and development in the best interest of the economy and the well-  
26 being of the people of the state, consistent with the sustained yield principle.

27 \* **Sec. 69. DF&G - Office of the Commissioner and Division of Administrative**  
28 **Services.** (a) The missions of the Office of the Commissioner and the Division of  
29 Administrative Services are to provide support and policy directions to departmental programs.

30 (b) The legislature intends to measure the success of the office and the division in  
31 achieving their missions by considering

01 (1) the number and percentage of divisions that meet assigned performance  
02 measures;

03 (2) the total number of vendor payments made within 30 days or less compared  
04 to the total number of vendor payments;

05 (3) the number and percentage of fish and game licenses sold through an  
06 automated process;

07 (4) the number of issues that the Boards of Fisheries and Game must consider  
08 out of cycle.

09 \* **Sec. 70. DF&G - Division of Commercial Fisheries.** (a) The mission of the Division  
10 of Commercial Fisheries is to manage, protect, rehabilitate, enhance, and develop fisheries and  
11 aquatic plant resources in the interest of the economy, consistent with the sustained yield  
12 principle and subject to allocations through public regulatory processes.

13 (b) The legislature intends to measure the success of the division in achieving its  
14 mission by considering

15 (1) the number of escapement objectives met compared to the total number of  
16 objectives set per region;

17 (2) the number of allocation objectives met compared to the total number of  
18 objectives set per region.

19 \* **Sec. 71. DF&G - Commercial Fisheries Entry Commission.** (a) The mission of the  
20 Commercial Fisheries Entry Commission is to limit entry into commercial fisheries for  
21 purposes of resource conservation and to prevent economic distress among fishermen and  
22 those dependent on them for a livelihood.

23 (b) The legislature intends to measure the success of the commission in achieving its  
24 mission by considering whether

25 (1) the commission processes all vessel licenses, permit renewals, and requests  
26 for duplicates within three days of receipt in order to minimize lost fishing time;

27 (2) the commission processes all emergency transfer requests within four days  
28 of receipt in order to minimize lost fishing time;

29 (3) the commission processes all permanent transfer requests within five days  
30 of receipt in order to minimize lost fishing time;

31 (4) by June 30, 2001, the commission provides fishers with the option to pay  
01 fees and licenses by credit card;

02 (5) the commission maintains the number of hearing officer and paralegal  
03 decisions issued during the year at 100 or more;

04 (6) the commission maintains the number of final decisions issued by the  
05 commission during the year at 100 or more;

06 (7) by June 30, 2001, the commission maintains or decreases the net number  
07 of cases pending before hearing officers and the commissioners from the number that are  
08 pending on July 1, 2000;

09 (8) the commission maintains at 20 percent or less the number of appeals from  
10 final decisions of the commission that are filed with the superior court during the year.

11 \* **Sec. 72. DF&G - Division of Habitat and Restoration.** (a) The mission of the  
12 Division of Habitat and Restoration is to protect, maintain, enhance, and restore habitat for  
13 fish and wildlife consistent with sound conservation and sustained yield principles.

14 (b) The legislature intends to measure the success of the division in achieving its  
15 mission by considering whether at least

16 (1) 95 percent of the Title 16 (anadromous waters) applications are approved  
17 or modified to protect, minimize, or mitigate habitat damage within an average of 20 days  
18 after receipt;

19 (2) 80 percent of the land use plans reviewed result in consensus on habitat-  
20 related issues;

21 (3) 95 percent of the project reviews for industrial development, road  
22 construction, and timber harvest are completed within an average of 25 days or less or within  
23 the scheduled time frame for complex projects;

24 (4) 100 percent of the third party contracted restoration projects are completed  
25 by the end of the contract period.

26 \* **Sec. 73. DF&G - Division of Subsistence.** (a) The mission of the Division of  
27 Subsistence is to

28 (1) gather, quantify, evaluate, and report data about uses, users, and methods  
29 of subsistence hunting and fishing; and

30 (2) make recommendations on the impacts of federal and state laws and  
31 regulations on subsistence uses and users.

01 (b) The legislature intends to measure the success of the division in achieving its  
02 mission by considering the percentage of

03 (1) Alaska communities in each region for which fisheries harvest data are  
04 collected and reported;

05 (2) Alaska communities in each region for which wildlife harvest data are  
06 collected and reported;

07 (3) subsistence proposals at meetings of the Board of Fisheries and the Board  
08 of Game for which subsistence data are assessed and recommendations are made;

09 (4) proposed statutory and regulatory changes by federal and other state entities  
10 for which subsistence data are assessed and recommendations are made.

11 \* Sec. 74. DF&G - Division of Sport Fish. (a) The mission of the Division of Sport Fish  
12 is to protect and improve the state's recreational fisheries resources.

13 (b) The legislature intends to measure the success of the division in achieving its  
14 mission by considering, for river systems that support a sport harvest of 100 or more king  
15 salmon, the number and percentage

16 (1) for which an escapement goal is established;

17 (2) for which enumeration occurs annually;

18 (3) of escapement objectives achieved annually.

19 \* Sec. 75. DF&G - Division of Wildlife Conservation. (a) The mission of the Division  
20 of Wildlife Conservation is to conserve and enhance Alaska's wildlife and to provide for a  
21 wide range of uses for people.

22 (b) The legislature intends to measure the success of the division in achieving its  
23 mission by considering

24 (1) the number of big game surveys completed for populations identified by  
25 the Board of Game as important for providing high levels of human consumptive use;

26 (2) the number of hunting and trapping licenses sold and the total revenue  
27 generated;

28 (3) the number of drawing permits applied for each year and the total number  
29 of drawing permits issued;

30 (4) the total number of visitors visiting the state's wildlife viewing areas at  
31 Pack Creek, McNeil River, Potter's Marsh, and Creaner's Field.

## SB 281 PERFORMANCE MEASURES

### Commissioner's Office, Boards, and Division of Administrative Services

#### Section 69

**1) The number and percentage of divisions that meet assigned performance measures.**

All of the divisions in the department have met performance measures included in SB281. There are some specific areas that require further monitoring, and the commissioner's office will continue to work with divisions on those measures.

**2) The total number of vendor payments made within 30 days or less compared to the total number of vendor payments.**

There were nearly 75,000 invoices processed for payment during the year, with 55,600 (74.2%) processed in less than 30 days, and 19,300 (25.8%) processed in over 30 days. Overall, the department's payment processing time averaged 25 days.

There are a number of factors that affect invoice "aging", such as the use of a state P-card where payments are made to a bank based on a monthly statement; and license vendor compensation payments, which are accrued monthly, but paid quarterly. The division will continue to analyze this measure in the coming year, looking specifically for seasonal or geographic anomalies.

**3) The number and percentage of fish and game licenses sold through an automated process.**

The department brought up an Internet application for fish and game licenses in October 1999. During our first full year of activity (calendar year 2000), we sold 8,414 (1.2%) licenses, tags and stamps, out of a total of 713,000 items sold. Revenue generated from these sales totaled \$727.1 (3.2%) out of a total of \$22.7 million.

With over 1,500 license vendors around the state, our Internet site quickly became the single largest "store" (in terms of revenue) in only its first year of operation. The site has been well received by the public, and 2001 sales are expected to increase.

**4) The number of issues that the Board of Fisheries and Game must consider out of cycle.**

During 2000, the Board of Fisheries accepted 4 out of 17 Agenda Change Requests. This is down from 9 out of 21 requested in 1999, and 14 out of 37 requested in 1998.

During 2000, the Board of Game accepted one Agenda Change Requests. This down from three in 1999 and four in 1998.

## SB 281 PERFORMANCE MEASURES

### Division of Commercial Fisheries

#### Section 70

- 1) The number of escapement objectives met compared to the total number of objectives set per region.

*Strategy:* The Division of Commercial Fisheries has identified escapement objectives for drainages around the state, and manages fisheries to try to achieve those escapement goals.

*Status:* Of 174 escapement goals around the state, in 2000, the Division met or exceeded the goals in 87 drainages, fell under range in 55 drainages, and could not determine the actual escapement (usually because of weather) in 32 drainages. See table below:

Division of Commercial Fisheries escapement goal objectives.

Area	Species	Number of Systems within goal range	Under range	Over range	Unknown	Percent within or above goal range:
Region 1 Chilkat	sockeye	1				
Chilkoot	sockeye	1				
Stikine (Tahltan)	sockeye		1			
Stikine (total)	chinook			1		
Taku	chinook	1				
	sockeye	1				
	coho			1		
Alsek (Klukshu)	sockeye		1			
	chinook	1				
Situk	sockeye	1				
	chinook			1		
Southeast (indicator stocks)	coho			1		
Southeast	pink	1				
Southeast (not listed)	chinook	5	1			
		12	3	4		84%

Division of Commercial Fisheries escapement goal objectives, continued.

Area	Species	Number of Systems within goal range	Under range	Over range	Unknown	Percent within or above goal range:
Region 2	Upper Cook Inlet	sockeye	3	1	2	
	Lower Cook Inlet	pink		8	4	
		chum	1	8	3	
	Kvichak	sockeye	1	2	1	
		sockeye		1		
	Naknek	sockeye			1	
	Egegik	sockeye	1			
	Ugashik	sockeye	1			
	Nushagak	sockeye	1			
	Wood	sockeye			1	
	Igushik	sockeye			1	
	Togiak	sockeye			1	
	Prince William Sound	chum			1	
		pink			1	
	Copper River	sockeye		1		
chinook		1				
coho		1				
		10	21	16		55%
Region 3	Yukon- fall	chum		5		
		coho	1			
	Yukon-summer	chinook	2	4		3
		chum		3		3
	Kuskokwim	sockeye	1			
		chinook		5		5
		coho	1			
	Norton Sound	chum		6		
		chum	1	3		12
	Kotzebue	chum				5
		6	26	0	28	19%
Region 4	Kodiak	pink	7			
		chum	2	1	4	
		sockeye	5		1	
		chinook			3	
		coho	3		2	2
	Chignik South Peninsula	sockeye	1		1	
		pink	5			
	North Peninsula	chum	5			
		sockeye		2	1	
		coho			1	
		pink			2	
		chum	2			
		sockeye	1		3	
		chinook	1	4		
coho	1	1	2	2		
		11	1	3	4	87%
<b>STATEWIDE OVERALL</b>		51	55	36	32	61%

2) The number of allocation objectives met compared to the total number of objectives set per region.

*Strategy:* The Division of Commercial Fisheries has 15 allocative objectives mandated by the Board of Fisheries that it actively manages through an array of in-season management strategies.

*Status:* Fourteen of the 15 objectives, or 93%, fell within five percent of the allocation goal.

Division of Commercial Fisheries allocation objectives.

		Regulatory requirement to actively manage to meet allocation goal	Allocation	Gear group	Actual	Within 5% of allocation goal
<b>Region 1</b>						
Southeast	Chinook	Y	73%	troll	73%	Y
		Y	9%	net	6%	Y
		Y	18%	sport	21%	Y
	11-A King crab	Y	50%	personal use-summer	31%	
	99/00 season	Y	10%	personal use-winter	10%	Y
Fisheries actively managed:		5				4
<b>Region 2</b>						
Bristol Bay	Naknek/Kvichak	Y	84%	drift net	84%	Y
		Y	16%	set net	16%	Y
	Egegik	Y	14%	set net	16%	Y
		Y	86%	drift net	84%	Y
	Ugashik	Y	10%	set net	13%	Y
		Y	90%	drift net	87%	Y
	Nushagak	Y	26%	set net	23%	Y
Y		74%	drift net	77%	Y	
Fisheries actively managed:		8				3
<b>Region 4</b>						
Kodiak	Cape Igvak	Y	15%	seiners	14%	Y
	SEDM	Y	6%	Chignik bound fish	5%	Y
Fisheries actively managed:		2				2
Fisheries actively managed:		15				14
STATEWIDE						

## SB 281 PERFORMANCE MEASURES

### Commercial Fisheries (Limited) Entry Commission

#### Section 71

The Commercial Fisheries Entry Commission is on track in FY2001 to meet all of the performance measures established for the agency in SB281.

- 1) **Process all vessel licenses, permit renewals, and requests for duplicates within three days of receipt in order to minimize lost fishing time.**

Status: On track.\*

- 2) **Process all emergency transfer requests within four days of receipt in order to minimize lost fishing time.**

Status: On track.\*

- 3) **Process all permanent transfer requests within five days of receipt in order to minimize lost fishing time.**

Status: On track.\*

- 4) **By June 30, 2001, provide fishers with the option of paying fees and licenses by credit card.**

Status: Initial work has been completed and CFEC expects to meet this performance measure.

- 5) **Maintain the number of hearing officer and paralegal decisions issued during the year at 100 or more.**

Status: 58 hearing officer and paralegal decisions had been issued by 12/31/2000. CFEC is on track to meet this performance measure.

- 6) **Maintain the number of final decisions issued by the commission during the year at 100 or more.**

Status: The commission had issued 71 final decisions as of 12/31/2000 and expects to meet this performance measure.

- 7) **By June 30, 2001, maintain or decrease the net number of cases pending before hearing officers and the commissioners from the number that are pending on July 1, 2000.**

Status: Hearing officers and commissioners are resolving cases under adjudication faster than new ones arise. Therefore, CFEC expects to meet this performance measure.

**8) Maintain at 20 percent or less the number of appeals from final decisions of the commission that are filed with the superior court during the year.**

Status: The current appeal rate of final commission decisions for FY2001 is 2.8%. Of the 71 final decisions issued, only 2 have been appealed to the court. CFEC expects to meet this performance measure,

\* Performance measures 1-3 establish specific timeframes for processing various applications and requests from the public. While Commercial Fisheries Entry Commission (CFEC) is meeting those turnaround times with initial responses, it should be noted that some actions requested by the public cannot be *fully completed* within the timeframe allotted. That is, additional time may be required for the final outcome in cases where the application received by CFEC is incomplete and must be returned for additional information, or where the applicant chooses to appeal an initial outcome under the due process provisions of the limited entry statutes.

## SB 281 PERFORMANCE MEASURES

### Division of Habitat and Restoration

#### Section 72

- 1) **95 percent of the Title 16 (anadromous waters) applications are approved or modified to protect, minimize, or mitigate habitat damage within an average of 20 days after receipt.**

In FY 2000, 2,141 Title 16 applications were received and reviewed within an average of 14 days. 99.4 percent were approved as proposed or with project modifications.

- 2) **80 percent of the land use plans reviewed result in consensus on habitat related issues.**

In FY 2000, the division participated in eight major land use planning efforts throughout the state. Division staff also reviewed and assisted in the development of two coastal district plans required by the Alaska Coastal Management Program. Two of these planning processes are not yet complete. All those completed adequately addressed most of the department's concerns for protection of fish and wildlife and their habitats and public use.

- 3) **95 percent of the project reviews for industrial development, road construction, and timber harvest are completed within an average of 25 days or within the scheduled time frame for complex projects.**

93 percent of reviews involving Fish & Game permits were reviewed within the permit deadline. 83 percent of projects involving other agency permits were reviewed within the permit deadline. Average time for F&G permits was 14 days.

- 4) **100 percent of the third party contracted restoration projects are completed by the end of the contract period.**

The Kenai River Restoration 50/50 Cost Share Project was initiated in 1995. From 1995 to date, 186 projects were contracted through the Fish and Wildlife Service as the department has no direct granting authority. Six projects were never initiated due to changes in landowner's health or financial condition, and the contracts were terminated. Of the 180 projects that have active USFWS Cooperative Agreements (1995 - 8; 1996 - 32; 1997 - 53; 1998 - 29; 1999 - 34; 2000 - 24), 170 have been completed. The 10 remaining will be completed during summer 2001. Since 1995, 100 percent of the contracted projects have been completed prior to reimbursement.

## SB 281 PERFORMANCE MEASURES

### Division of Subsistence

#### Section 73

- 1) The percentage of Alaska communities in each region for which fisheries harvest data are collected and reported.**

33% for Southeast region; 33% of Southcentral region within the subsistence use area; 17% in Westward region (5 of 30 communities); 100% in Bristol Bay; 95% in the Kuskokwim Area; 90% in Norton Sound; 100% in the Kotzebue Area; and 100% in the Yukon Area. Statewide, we collected and/or analyzed subsistence fishery information for about 65% of communities within the subsistence use area.

- 2) The percentage of Alaska communities in each region for which wildlife harvest data are collected and reported.**

35% for Southeast region; 50% for Interior Region; 100% for Bristol Bay; and 100% for Northwest Arctic and Seward Peninsula (only caribou harvests surveys in the range of the Western Arctic are done in this region).

- 3) The percentage of subsistence proposals at meetings of the Board of Fisheries and Board of Game for which subsistence data are assessed and recommendations are made.**

Out of approximately 400 total fish proposals, there are over 170 (43%) in this cycle affecting salmon stocks of concern where subsistence impact assessment has been required for Westward, Bristol Bay, Arctic, Yukon, and Kuskokwim regions. Out of approximately 250 total game proposals, there are over 60 (24%) that required our input.

- 4) The percentage of proposed statutory and regulatory changes by federal and other state entities for which subsistence data are assessed and recommendations are made.**

The Federal Subsistence Board addressed 41 fish proposals and 48 game proposals that required Division of Subsistence data assessment and department recommendations. There were also 12 Special Action Requests/Petitions made by the public that required the division's input. Finally, the division provided input to DOT and DNR on HB 205 (Snow Machines Crossing Dalton Highway); and DEC on water quality regulations.

## SB 281 PERFORMANCE MEASURES

### Division of Sport Fish

#### Section 74

- 1) For river systems that support a harvest of 100 or more king salmon, the number and percentage for which an escapement goal is established, will be considered.

*Strategy:* The Division of Sport Fish conducts periodic review of king salmon fisheries that support an average harvest of 100 or more king salmon. The goal is to collect sufficient information to establish escapement objectives that assure for sustained yield in these fisheries.

*Status:* ON TRACK. See table below.

Region	# of streams with a sport harvest of at least 100 king salmon	# of streams with a sport harvest of at least 100 king salmon, which have an escapement goal	Percentage of streams with escapement goals
I (Southeast)	3	2 *	67%
II (Southcentral)	33	25	76%
III (Interior)	8	7	88%

\* Fish Creek, near Juneau, had a harvest of 308 king salmon in 1999. However, the only king salmon that enter Fish Creek are hatchery fish. Fish Creek does not support natural king salmon production. Therefore there is no escapement goal.

- 2) For river systems that support a harvest of 100 or more king salmon, the number and percentage for which enumeration occurs annually will be considered.

*Strategy:* The Division of Sport Fish conducts fishery performance and stock status assessments of king salmon fisheries that support an average harvest of 100 or more king salmon. The goal is to enumerate king salmon escapements in streams that support these fisheries.

*Status:* ON TRACK. See table below.

Region	# of streams with a sport harvest of at least 100 king salmon	# of streams with a sport harvest of at least 100 king salmon, which are enumerated annually	Percentage of streams that are enumerated annually
I (Southeast)	3	3	100%
II (Southcentral)	33	30	91%
III (Interior)	8	7	88%

**3) For river systems that support a harvest of 100 or more king salmon, the number and percentage of escapement objectives achieved annually will be considered.**

*Strategy:* The Division of Sport Fish actively manages king salmon fisheries that support an average harvest of 100 or more king salmon. This includes proactive management through the Board of Fisheries regulatory process as well as in-season emergency order action. The goal is to annually achieve escapement objectives wherever they are established.

*Status:* ON TRACK. See table below.

Region	# of streams with a sport harvest of at least 100 king salmon	# of streams with a sport harvest of at least 100 king salmon, where the escapement goal was achieved	Percentage of streams where the escapement goal was achieved
I (Southeast)	3	2	67% *
II (Southcentral)	33	25	64%
III (Interior)	8	4	50% **

\* Fish Creek does not support natural king salmon production. Therefore there is no escapement goal. However, king salmon entering Fish Creek are enumerated in order to determine total hatchery production.

\*\* Of the four streams that did not meet the escapement goal, an under escapement occurred on only one stream. King salmon escapement could not be determined on two streams due to poor weather and water conditions. One stream does not have an escapement goal at this time and escapement surveys are not conducted.

## SB 281 PERFORMANCE MEASURES

### Division of Wildlife Conservation

#### Section 75

- i) **The number of big game surveys completed for populations identified by the Board of Game as important for providing high levels of human consumptive use.**

DWC staff conducted survey and inventory activities on a large majority of populations identified as important under 5 AAC 92.108. Work was conducted on:

- 7 of 7 identified deer populations
- 12 of 12 identified caribou populations
- 29 of 33 identified moose populations

The method and intensity of these studies varied widely depending on the information being sought and ranged from complete censuses to less comprehensive activities such as spring calf counts, sex/age composition counts, radiotracking, and reconnaissance flights. Survey and inventory work is planned to provide needed biological information in a cost effective manner. Where we conduct intensive, expensive census efforts, they are rotated to cover populations on a periodic basis. Flying conditions, snow accumulation, plant phenology, and other factors can affect or halt survey efforts, and emerging issues can change management priorities, so our survey program remains flexible.

- 2) **The number of hunting and trapping licenses sold and the total revenue generated**

	License Type	No. Issued	Gross Revenue
Hunting: * **	Resident	78,072	\$1,598,954
	Nonresident big game	13,281	\$1,203,060
	Small game licenses	2,098	\$44,356
	Total	93,451	\$2,846,370
Trapping: *	Resident	20,381	\$115,556
	Nonresident	27	\$4,455
	Total	20,408	\$120,011

\* Does not include Permanent Identification Cards issued for no charge to senior Alaskans for lifetime use

\*\* Does not include Disabled Veterans Licenses issued during FY00 for no charge

Estimating from demographic information published by the Department of Revenue, more than 20% of Alaskans within the ages required to purchase a license to hunt/trap (ages 16-59) are obtaining a state license. This is an indication of the importance hunting and trapping continue to have for citizens of the state. DWC management and research activities are focused on maintaining and restoring wildlife populations to maximize hunting and trapping opportunities as well as to a low for a wide variety of wildlife uses.

**3) The number of drawing permits applied for each year and the total number of drawing permits issued.**

Drawing permit applications received in FY00: 83,369

Drawing permits issued in FY00: 4,199

**4) The total number of visitors visting the state's wildlife viewing areas at Pack Creek, McNeil River, Potter's Marsh, and Creamer's Field.**

Pack Creek: Visitors ~ 1,350

McNeil River: Applications 1,200+  
Permits 182  
Standby permits 87

Potter's Marsh: Annual visitors ~ 45,000

Creamer's Field: Indoor programs within facility: 8,936  
Outdoor programs: 5,346  
Trailhead count: 32,228

1/17/01

# Department of Health and Social Services

## Introduction and Report on Outcomes And Performance Measures

January 2001

**Hot tubs are hotbeds for newly recognized infection** | **helicopter crash** | **Crown Point mortality study**

**Exxon spill contaminated seafood** | **settlements** | **Missing often means TB rate**

**State gives Skagway residents 'clean bill of health'** | **Long-time suits Spauldine hope resolution of botulism** | **Radon**

**SUICIDES** | **herpes** | **DTP shots** | **Police piece together ATV death** | **Alaska boaters lead death rate**

**Counselors try to deal with suicides** | **Injury rate high** | **mauling death** | **Rabies vaccine** | **Dog attack on child**

**Native mortality** | **Turtle trouble** | **cancer** | **We Alaskans are the victims of new epidemic** | **AIDS IN RURAL ALASKA**

**Measles outbreak spreads** | **House bill requires health education at public schools**

**Slope battles rabies problem** | **virus** | **flu** | **State winning fight to rid Native population of TB**

**Middaugh: No health problem from lead vaccine** | **Hepatitis B** | **BB-gun incidents injure 2**

**State will provide AIDS-test** | **influenza outbreak** | **Deaths of kids operating all-terrain vehicles little changed**

**Medical Briefs** | **AIDS education risks outbreak** | **AIDS cases** | **DISEASES** | **diabetes**

**Boy accidentally shoots little brother** | **ATV injures** | **Education lacking on sexual diseases**

**Alcohol blamed for deaths** | **diet** | **Alaska AIDS education coordinator clarifies position**

**Officials fear AIDS may race through Native groups** | **seat-belt law**



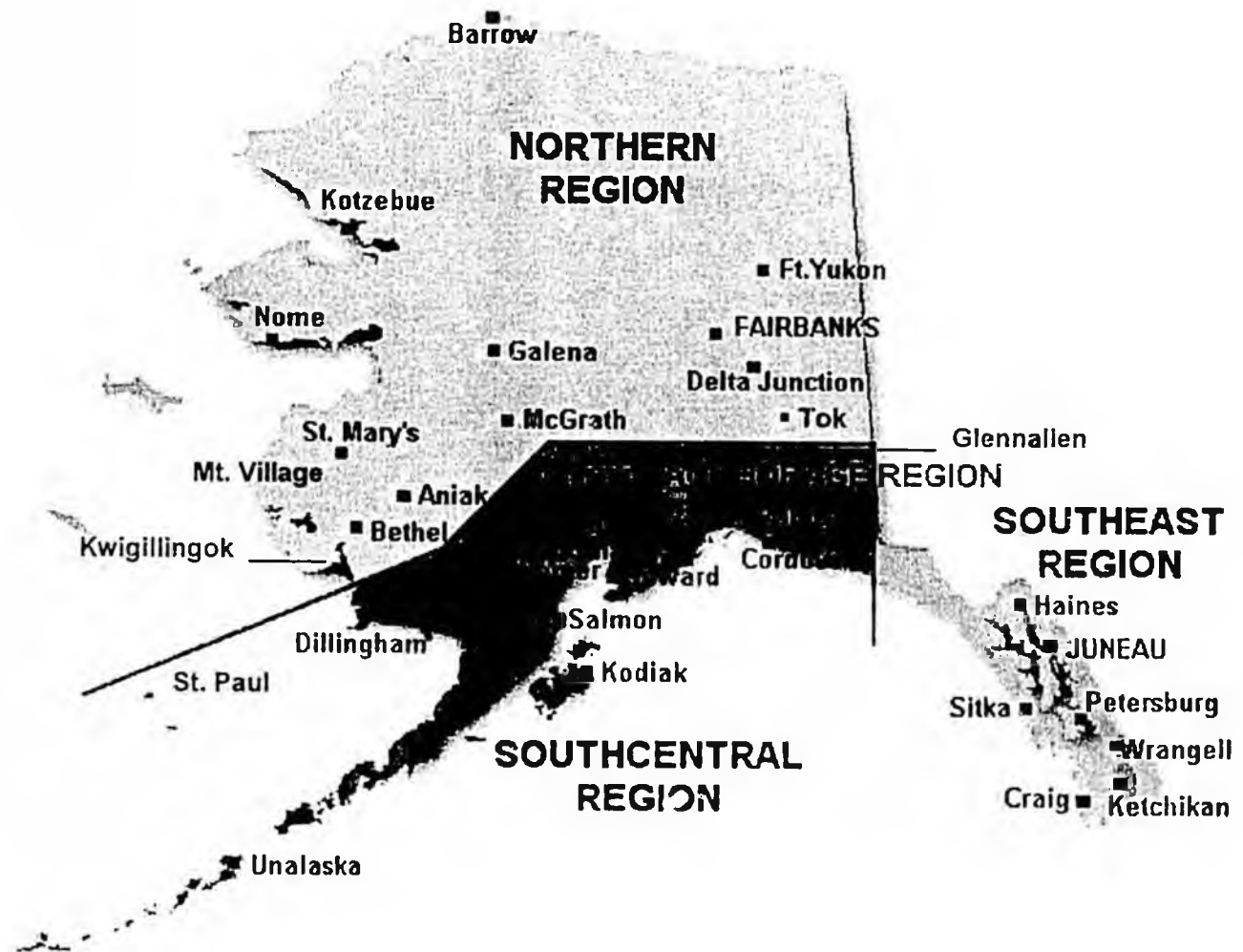
Karen Perdue,  
Commissioner

*Mission*

*To promote and protect the health and well being of Alaskans.*

*Motto*

*Believing in the power of families and communities.*



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# INTRODUCTION TO DEPARTMENT

The Department of Health and Social Services was originally established in 1919 as the Alaska Territorial Health Department. It was established primarily to control diseases and epidemics. The Department continues today to emphasize public health, public welfare and public protection. These core principles are reflected in the mission of the Department (to promote and protect the health and well being of Alaskans) and stem from Article 7, Sections 4 and 5 of the Constitution of the State of Alaska.

Today, January 2001, DHSS encompasses a wide variety of programs and services to carry out our mission. Many of these programs are basic safety net programs. The following is a short summary of our efforts:

- Cash Based Assistance: DHSS provides cash payments through the Alaska Temporary Assistance Program (Welfare to Work) and Adult Public Assistance Program (monthly cash assistance for poor elderly, blind and disabled).
- Other Assistance programs: DHSS manages the federal food stamp program, Women, Infants and Children (WIC) and Low Income Heating Assistance (LIHEAP) programs that provide food and heating assistance for the poor and disadvantaged.
- Health Coverage for the Poor: DHSS provides health coverage for the poor with the Medicaid, Denali KidCare, and CAMA programs.
- Child Protection Services: Services include investigation, emergency placement, foster care, adoption assistance, residential care and family preservation.
- Services for the Mentally Ill & those with Developmental Disabilities: Grants are provided to non-profit entities that provide services in the community for those with mental illness or developmental disabilities. DHSS operates API, the State Psychiatric Institute.
- Juvenile Justice System: DHSS manages the State's juvenile justice system and currently operates six detention/treatment facilities with one more scheduled to come on line during 2001.
- Alcohol and Drug Abuse Services: DHSS operates through grants to non-profits a wide variety of services to combat alcohol and drug abuse in the state.
- Protection of Public Health: A variety of public health services are managed and provided by DHSS including: Public Health Nursing Services, Epidemiology, Laboratory, Emergency Medical Services and community health services.

To carry out these core services DHSS offers the following:

- Benefit payments to 85,000 individuals per month.
- Health Coverage for over 111,000 eligible beneficiaries.
- Over 2,200 positions, of which approximately 1,500 are direct field workers including: 150 Public Health Nurses, 200 Social Workers, 300 Eligibility/Work Services, 238 staff at Alaska Psychiatric Institute (API), 258 Youth Detention/Treatment workers, and 70 Juvenile Probation workers.
- Management of 35 state-owned facilities and 80 leased facilities in over 100 communities in Alaska.
- Management of \$130 million in grants to communities and non-profit entities throughout Alaska, which provide local jobs to over 1,980 individuals.
- Oversight of almost \$600 million in federal funds, which flow through the department on an annual basis every year.

To provide these services and to perform at a high level, the Department is organized into eight different divisions. These divisions are:

Division of Public Assistance

Division of Medical Assistance

Division of Family and Youth Services

Division of Juvenile Justice

Division of Public Health

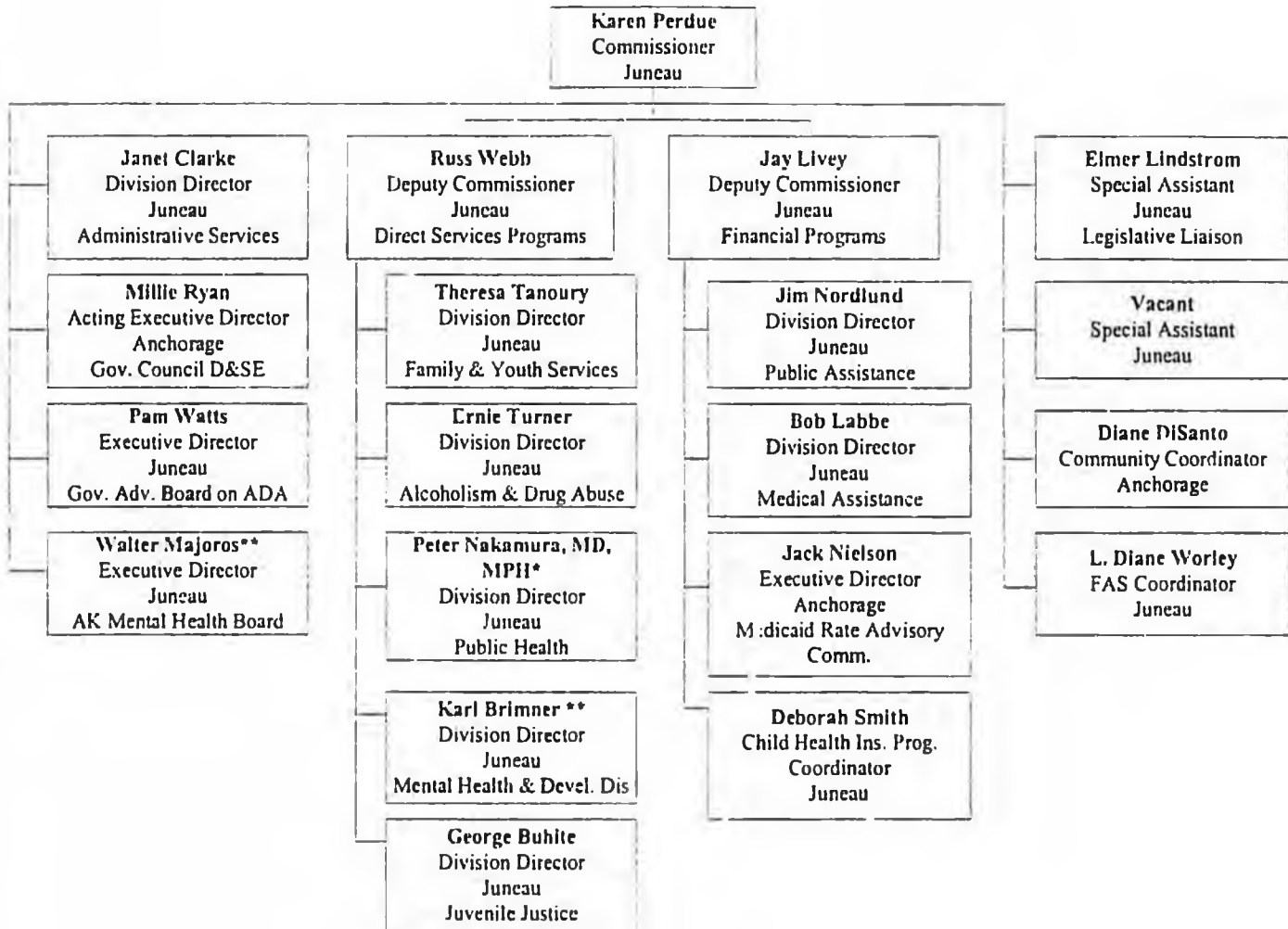
Division of Mental Health and Developmental Disabilities

Division of Alcohol and Drug Abuse

Division of Administrative Services

A more detailed organization chart follows.

## EXECUTIVE MANAGEMENT ORGANIZATION



\*Peter Nakamura is retiring January 31, 2001. Karen Pearson will be Acting Director of Public Health.

\*\*Walter Majoros will become Director of Mental Health and Developmental Disabilities in February 2001.

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# Major Department Accomplishments for FY2000

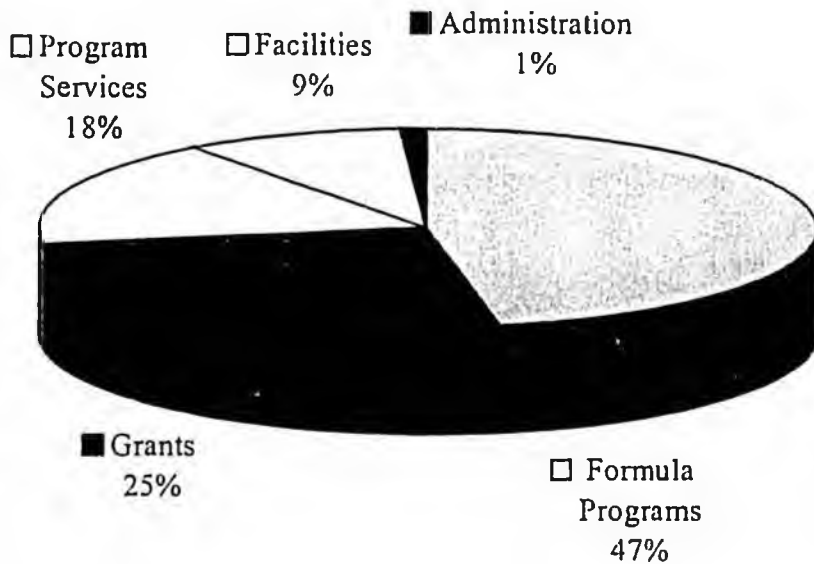
- ◆ The Denali KidCare program has expanded health care coverage to approximately 15,000 children since inception. Alaska is one of the most successful states in signing up uninsured children according to national rankings.
- ◆ Reduced Temporary Assistance total caseload to 7,987 families, the lowest point since 1991, when two-parent families were added to the old AFDC program, 40% below the historical peak in 1994.
- ◆ Reduced expenditures for Temporary Assistance payments from \$75.0 million in FY1999 to \$63.9 million in FY2000. This 15% savings contributes to a 44% savings over the past two years. These savings are from reduced payments due to client earnings and case closures.
- ◆ Improved social worker response to reports of child abuse and neglect. In FY1995 77% of legitimate reports of harm were assigned to social workers. By FY2000, 89% of these reports were assigned.
- ◆ Foster Care caseload growth had averaged an annual growth rate of 16.6% for FY1998 and FY1999. In FY2000 the growth rate was 5.8%, a significant decline. This reduction is, in part, a reflection of the success of State permanency planning initiatives like the Balloon Project and Project SUCCEED. Children that have been in custody the longest are moving from the Foster Care system into permanent homes. From FY1992 to FY2000 the number of children removed from the foster care system and placed in permanent homes increased from 338 to 1332.
- ◆ New facilities to meet critical program needs (a new public health laboratory and youth detention facilities in Anchorage and Mat-Su) are on schedule and within budget and will require operating support to become functional.
- ◆ Provided services to 304 additional consumers who had been on the developmental disabilities waitlist, increasing the total number of clients served to 2,460 persons.
- ◆ Public Health managed and responded to major tuberculosis (TB) outbreaks in several areas of the state. These increased efforts came at the expense of reducing other public health services.
- ◆ Implemented an aggressive immunization campaign at the state and local level. This significantly increased the immunization levels for young children against Hepatitis A and B; ensured that all Alaskan school age children are adequately immunized against measles to prevent another measles outbreak; and simultaneously increased the number of two-year olds who are adequately immunized.

- ◆ Continued state's response to fetal alcohol syndrome (FAS) by conducting more than 200 medical chart reviews as part of FAS Surveillance Project and by establishing and training FAS Multidisciplinary Community Teams in Bethel, Dillingham and Copper Center.
- ◆ Implementation of Medicaid Pro-Share in which states like Alaska are allowed to receive intergovernmental transfers of funds to use within the Medicaid program. These funds can be used as match for federal funds, thus reducing the need for state general fund match. This funding mechanism enabled the department to continue to provide Medicaid services to an average of 76,664 clients each month during FY2000. There are an estimated 2,400 providers participating in the medical assistance program out of approximately 8,000 enrolled in the program.
- ◆ On a department-wide level, completed a successful program that assured that all "mission-critical" systems were Y2K compliant.
- ◆ Initiated Grant Reform process to streamline services to grantees and clients.

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# Expenditure Category Comparisons of General Fund Authorization

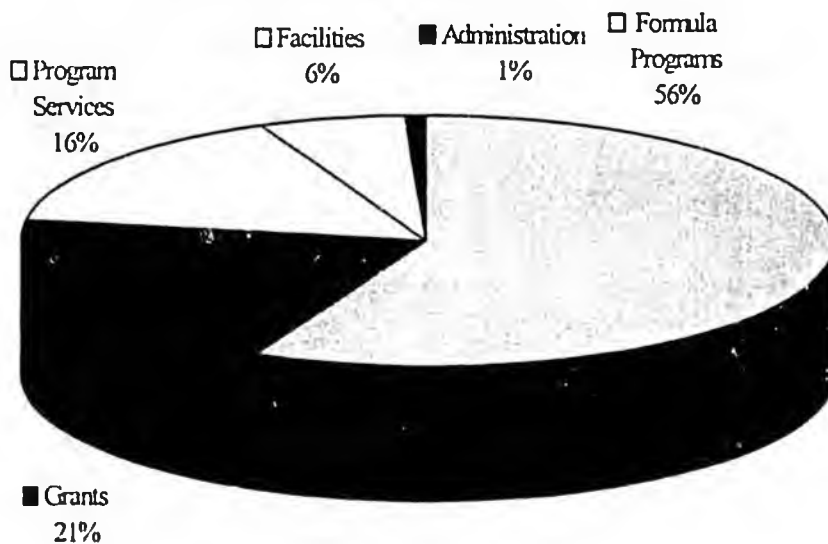
**FY1992 General Fund Expenditures by Category**  
(FY1992 Authorized)



## Formula Components

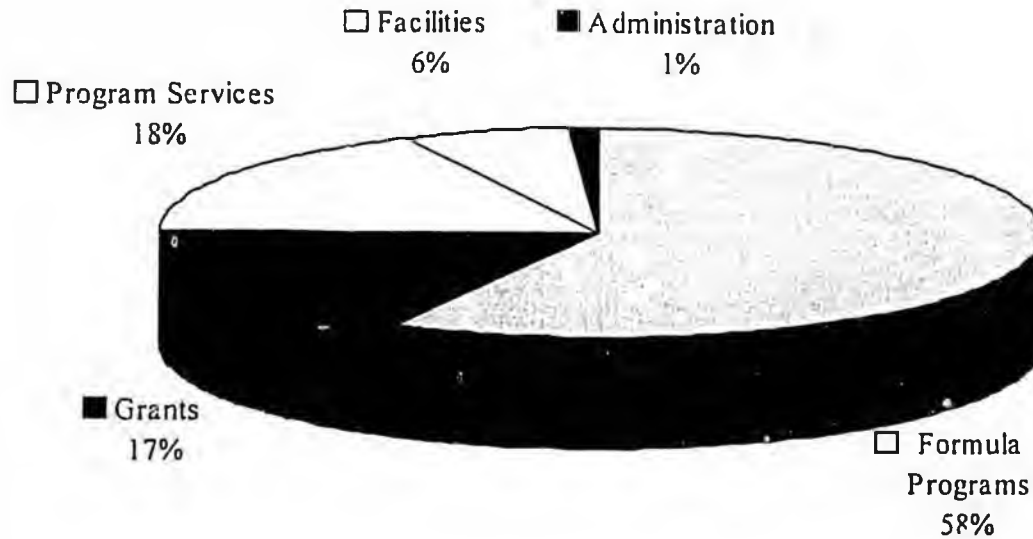
- ATAP
- Adult Public Assistance
- General Relief Assistance
- OAA-ALB Hold Harmless
- PFD Hold Harmless
- Tribal Assistance Programs
- Medicaid Services
- Catastrophic and Chronic Illness
- Child Care Benefits
- Medicaid State Programs
- Foster Care Base Rate
- Foster Care Augmented Rate
- Foster Care Special Need
- Foster Care AYI
- Court Orders & Reunification Efforts
- Subsidized Adoption & Guardianship

**FY2002 General Fund Expenditures by Category**  
(FY2002 Governor's Request)

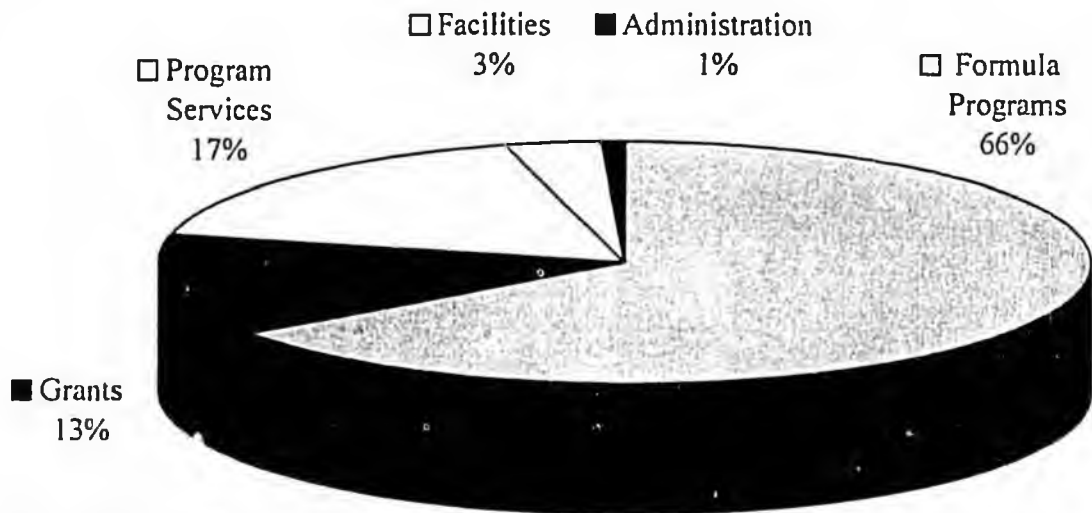


# Expenditure Category Comparisons of Total Funds Authorization

**FY1992 Total Expenditures by Category**  
(FY1992 Authorized)



**FY2002 Total Expenditures by Category**  
(FY2002 Governor's Request)



**Definition of Categories used in Comparisons**

**Formula Programs** include all of the formula programs: Alaska Temporary Assistance Program (ATAP), Adult Public Assistance, General Relief Assistance, OAA-ALB and PFD Hold Harmless, Tribal Assistance Programs, Medicaid Services, Catastrophic and Chronic Illness Assistance, Child Care Benefits, Foster Care, Court Orders and Reunification Efforts, and Subsidized Adoption and Guardianship,

**Program Services** include both administration and delivery of direct services, such as public health nursing and social services, and the administration of entitlements and grants.

**Grants** include the components with major grants to other organizations or major contracts for service delivery and the Energy Assistance Program.

**Facilities** include youth correctional facilities and the Alaska Psychiatric Institute.

**Administration** includes the Commissioner's Office, the other components of the Division of Administrative Services, and the three Mental Health Trust Boards.

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*Outcomes and Performance Measures*

*January 2001*

## *INTRODUCTION TO PERFORMANCE MEASURES*

The Department of Health and Social Services (DHSS) believes that tracking performance with carefully considered indicators is a critical part of effective management. Over the last several years DHSS established many performance measures throughout the department which were used for management purposes. During the 2000 Legislative Session, many more performance measures were adopted based on work that resulted in SB 281.

In these next two sections we are providing two types of performance indicators. In response to those measures included in Senate Bill 281, the first section includes the status of thirty-eight measures. The second section summarizes a number of key health status indicators and is an update on the health status of Alaskans from Healthy People 2000. In the next several years DHSS will be working towards development of benchmarks for Healthy People 2010.

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## *Division of Administrative Services - Mission*

The mission of the Division of Administrative Services is to provide quality administrative services that support the department's programs.

### *Measure*

The cost of Administrative Services personnel as compared to the cost of the entire department's personnel.

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***Current Status*** The percentage of Administrative Services personal services (including the Commissioner's office) for FY00 is 4.29%\* of the total Department personal services.

***Benchmark*** A benchmark has not yet been established until a few years of data are available.

***Background and Strategies*** During the 2000 legislative session this measure was adopted by the Legislature and is intended to measure the size of central administrative services in proportion to the rest of the department.

\*\$5,207.2 divided by \$121,253.9

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*Division of Administrative Services*

*Measure*

The percentage of grievances and complaints resolved without resort to arbitration.

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***Current Status*** The percentage of grievances/complaints resolved without arbitration in FY00 was 98% (out of 131 department-wide cases, 128 were resolved).

***Benchmark*** A benchmark has not yet been established. The goal of the department is to solve all grievances/complaints without arbitration.

***Background and Strategies*** During the 2000 legislative session this measure was adopted by the Legislature and is intended to measure how many grievances/complaints can be resolved without entering into arbitration.

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*Division of Administrative Services*

*Measure*

The average number of days taken for vendor payments.

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***Current Status*** The average number of days for vendor payments in Health and Social Services for FY00 is 34 days. Health and Social Services is a large department and processed approximately 84,000 payments in FY00.\*

***Benchmark*** We have not established a benchmark for this measure. The average number of days for vendor payments is based on the date the vendor puts on the invoice not the date received by fiscal office. The Finance Section processed 92% of those within 5 work days of receiving them.

***Background and Strategies*** During the 2000 legislative session this measure was adopted by the Legislature and is intended to measure how many days it takes a department to process invoices.

\* Excludes Medicaid, ATAP, Foster Care.

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*Division of Administrative Services*

*Measure*

**The percentage of audit exceptions that are resolved.**

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***Current Status*** In FY1999 a total of 8 audit exceptions occurred, all of which will be resolved by 6/30/2001.

***Benchmark*** The goal of the department is to run the department effectively and efficiently with minimal audit exceptions.

***Background and Strategies*** During the 2000 legislative session this measure was adopted by the Legislature to measure audit compliance.

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## *Division of Public Assistance - Mission*

The mission of the Division of Public Assistance is to promote self-sufficiency and provide basic living expenses to Alaskans in need.

### *Measure*

The percentage of the Alaska Temporary Assistance Program (ATAP) (AS 47.27) families meeting federal work participation rates.

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#### ***Current Status***

In October 2000, 38% of all Temporary Assistance families were in countable work activities and had sufficient hours to meet the federal participation rate requirements. At that time, almost 58% of Temporary Assistance families were in countable work activities but not all had enough hours of participation to count in the federal participation rate.

According to the U.S. Department of Health and Human Services Third Annual Report to Congress on the TANF program, Alaska ranks 8<sup>th</sup> nationwide for adults in employment and 7<sup>th</sup> in the average number of hours for adults in employment. No state ranked higher in both measures of success.

#### ***Benchmark***

Federal law requires that states meet work participation requirement:

	Federal Rate All Families	Caseload Reduction Credit	Adjusted Target Rate	Alaska Rate Achieved
FFY98	30%	3%	27%	42%
FFY99	35%	18%	17%	46%
FFY00	40%	29%	11%	39%
FFY01	45%	37%	8%	
FFY02	50%			

FFY00 Participation rate not yet verified as of 1/4/01.

FFY01 Caseload reduction credit and adjusted target rate are estimated.

Every state's federal work participation rate is adjusted by a caseload reduction credit that reflects the state's success in moving families off of assistance and into employment. In FFY 2000, Alaska caseload reduction credit was 29%. Based on the caseload reduction credit, Alaska's work participation target was 11%. Thus Alaska more than met the adjusted federal participation requirement.

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## Division of Public Assistance

### Measure

The rate of job retention among adults receiving temporary assistance.

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#### **Current Status**

The rate of job retention for Temporary Assistance recipients was 80% in FFY99. The method used to measure job retention mirrors that required by the federal government for the TANF High Performance Bonus, using quarterly data from the Alaska Department of Labor.

#### **Benchmark**

The DPA goal for job retention by Temporary Assistance recipients in FFY01 is 80%. This goal may be modified when FFY00 information is available.

Job retention is measured for a period of 12 months and the recipient must be working in each quarter during the 12 month period.

#### **Background and Strategies**

Job retention enables families to reduce or eliminate dependency on welfare. Case management, supportive services and child care payments are important services which help to improve job retention.

Most often, those Temporary Assistance adults who have the best ability to retain employment are the most likely to leave the caseload. As the caseload declines, those adults with more significant barriers to employment make up a higher percentage of the caseload. Therefore, with a declining caseload it is increasingly difficult to maintain high job retention percentages.

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## Division of Public Assistance

### Measure

The percentage of ATAP adults who have left assistance because they become employed who are receiving day care assistance.

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#### *Current Status*

In FY00, an average of 1,042 children in 623 families received PASS II child care.

#### *Benchmark*

In FY02, all families who leave the Temporary Assistance for employment will continue to be guaranteed one year of transitional child care if they need it.

#### *Background and Strategies*

Working families who have left Temporary Assistance are guaranteed one year of transitional child care (PASS II) if they need it. This program is administered by the Department of Education and Early Development. This measure indicates usage of child care assistance by Temporary Assistance clients who have worked their way off welfare. Some Temporary Assistance families will leave the program with employment without requiring child care.

In FY 00, an average of 172 letters per month are sent to working families who have recently left Temporary Assistance informing them about the availability of child care assistance.

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*Division of Public Assistance*

*Measure*

The percentage of adults receiving temporary assistance who have earned income.

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***Current Status*** The percentage of Temporary Assistance adults with earned income was 31% in October 2000.

The percentage of families leaving Temporary Assistance who reported earnings when they left was 40% in October 2000.

***Benchmark*** Goal for 2002 is 40% of Temporary Assistance adults with earned income, and 50% of case closures with reported earned income.

***Background and Strategies*** This is a measure of current Temporary Assistance recipients who have earned income. As the caseload declines, those adults with more significant barriers to employment make up a higher percentage of the caseload. Therefore, with a declining caseload, it becomes more difficult to achieve higher percentages of recipients with earned income. The goal of the division's welfare-to-work effort is to move families off assistance and into a job that pays well enough for the family to be self-sufficient. Case management, supportive services, child care and other services are critical to the success of this effort.

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## Division of Public Assistance

### Measure

The rate of accuracy for ATAP payments and food stamps.

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#### **Current Status**

Temporary Assistance payment accuracy rate was 97% in SFY00.

Food Stamp payment accuracy rate was 93% in FFY00.

#### **Benchmark**

The goal for 2002 is 94% accuracy in Food Stamps and 98% accuracy in Temporary Assistance.

#### **Background and Strategies**

Accurate benefits ensure clients have the amount of benefits to which they are entitled. Fluctuating benefits cause budget issues for clients and impact their ability to gain self-sufficiency. The Quality Assessment Reviews evaluate payment accuracy using statistically valid desk reviews.

In FFY 98 and FFY 99 the Food Stamp accuracy rate was 88% and 84% respectively, which caused the Division to receive a penalty from the US Department of Agriculture.

The failing accuracy rates were due in large part to the dramatic changes caused by the implementation of welfare reform. Through a settlement with USDA, the Division reinvested a portion of the penalty in a program to improve the rate which resulted in remarkable success.

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## *The Division of Public Health - Mission*

The mission of the Division of Public Health is to preserve and promote the state's public health.

### *Measure*

The percentage of children in the state who are fully immunized.

Increase the percentage of children fully immunized at age two\*. (Modified)

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***Current Status*** The percentage of fully immunized two-year-olds for calendar year 1999 was 80.1%.

***Benchmark*** 69% were immunized by the end of 1996.

***Background and Strategies*** In 1997, the Department launched a major initiative to increase the rate of fully immunized two-year-olds. In three years, we have jumped from 48th to 28th in national rankings. Now, over 80% of our two-year-old children have received their recommended vaccines. Alaska's comprehensive public-private initiative to increase childhood immunization rates will be extended through 2002 to achieve the highest possible immunization rates and to assure that Alaska children in school and daycare will have all required immunizations by the fall of 2001.

\* The data for this assessment is for children aged 19-35 months, i.e. between a year and a half and three years old.

Basic immunization series included 4 DPT (Diphtheria/Pertussis/Tetanus), 3 polio, 1 MMR (Measles/Mumps/Rubella) and 3 Hib (Haemophilus influenzae type b) doses.

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# The Division of Public Health

## Measure

**The percentage of families who are qualified for the services of the Infant Learning Program who are enrolled in the program.**

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***Current Status***

84% of children qualified received EI/ILP services in FY2000.

***Benchmark***

This is a new measure.

***Background and Strategies***

1602 children were enrolled in the Infant Learning Program in FY2000 and there were 307 on the waitlist\* for services as of June 30, 2000 for a total of 1909 eligible children.

\*waitlist = children who are not eligible for Part C, who have been referred for screening, evaluation or enrollment in early intervention services and who have been waiting greater than 45 days for these services

# The Division of Public Health

## Measure

The rate of tuberculosis cases by race.

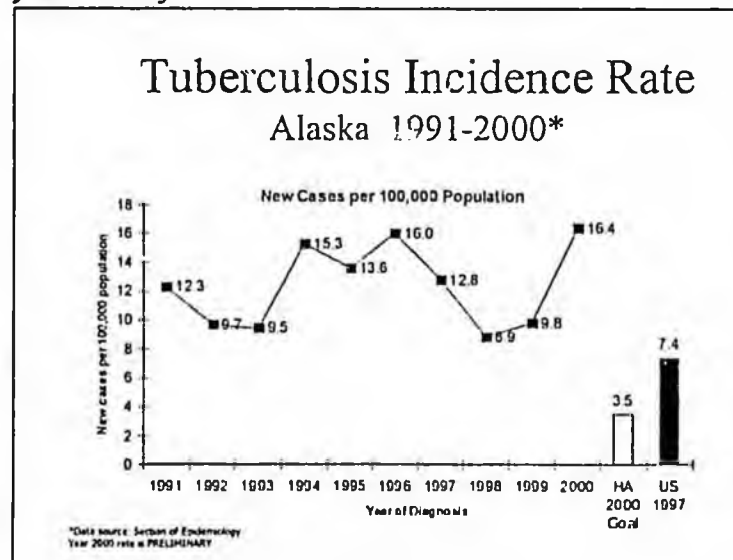
Identify rate of TB (Tuberculosis) cases by race. (Modified)

<b>Current Status</b>	1999 Alaska TB rate = 9.8 per 100,000 population Alaska Native = 39.4/100,000 Asian/Pacific Islander = 43.0/100,000 Black = 0 White = 1.5/100,000
<b>Benchmark</b>	1996 Alaska TB rate = 16.0/100,000 population

**Background and Strategies** In 1946, 43% of all death certificates of Alaska Natives listed tuberculosis as the cause of death. In the years since the numbers have declined greatly, but the disease has reemerged. It is highly infectious and an ongoing threat to all Alaskans.

In 1999, 61 Alaskans were diagnosed with active tuberculosis and they exposed at least 744 others. Combined, these cases required nearly 60,000 visits by public health nurses and aides to ensure patients took medications properly. If treatment is not completed the risk of developing treatment resistant strains of the disease increase the threat of disease.

In 2000 there were 103 confirmed cases of TB making it the highest rate year in ten years.



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# The Division of Public Health

## Measure

The rate of child hospitalizations and fatalities related to injury.

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### Current Status

Fatalities for children 0-19 in 1998 were

Homicide	2.3/100,000
Suicide	8.4/100,000
Unintentional Injury	21.0/100,000

Hospitalizations for Alaskan children 0-19 related to injury (non-fatal) in 1998 were

Intentional Injuries	83.3/100,000
Unintentional Injuries	410.4/100,000

### Benchmark

Fatalities for children 0-19 in 1996 were:

Homicide	4.8/100,000
Suicide	9.2/100,000
Unintentional Injury	29.0/100,000

Child hospitalizations for children 0-19 related to injury in 1996 were:

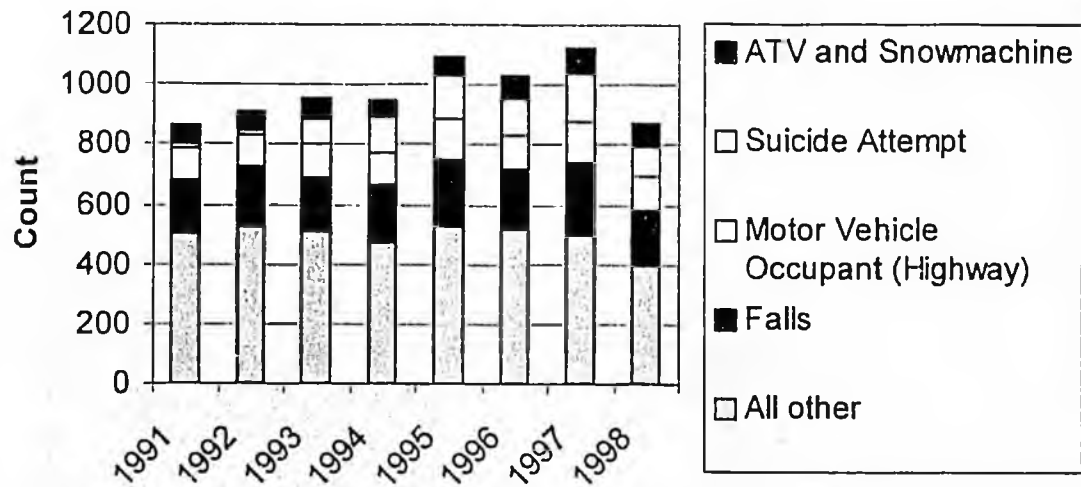
Intentional Injuries	82.6/100,000
Unintentional Injuries	416.8/100,000

### Background and Strategies

The Alaska Trauma Registry and Vital Statistics systems provide information on deaths and hospitalizations related to injury to children. The Division of Public Health has set targets for FY 2002 for reducing child hospitalizations related to injury to 74 per 100,000 due to intentional injuries and 375 per 100,000 due to unintentional injuries. The data provide very useful information for evaluating and refining child and adolescent injury prevention strategies. The decreases in fatalities shown above between 1996 and 1998 suggest strong improvement in the effort to reduce unintentional injuries, homicides and suicides among children 0-19.

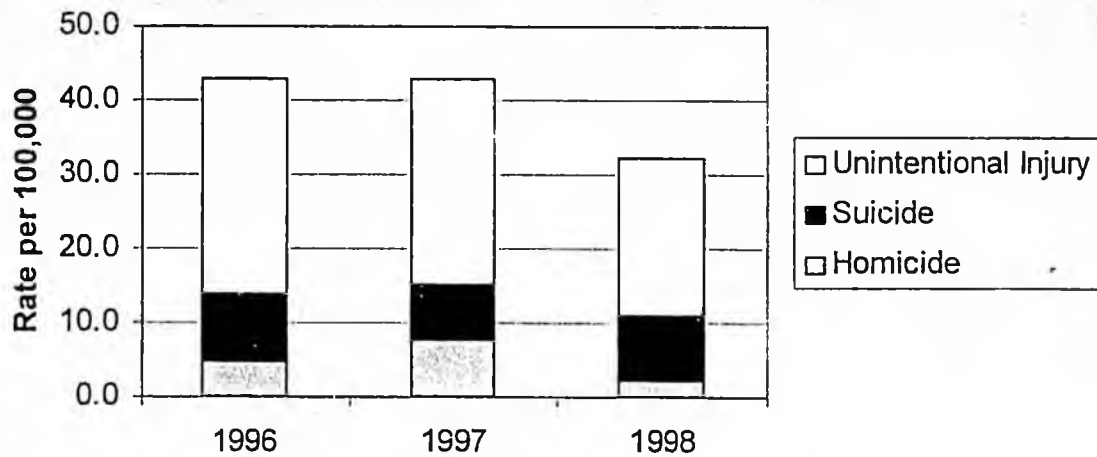
See charts on next page --

### Non-Fatal Hospitalizations for Injury Alaska Children 0-19, 1991-1998



Alaska Trauma Registry, non-fatal, hospitalized injuries, AK residents, Age 0-19, 1991-1998  
Poisonings were collected beginning July, 1993

### Injury Mortality Rate for Alaska Children, 0-19 1996-1998



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## *The Division of Alcoholism and Drug Abuse - Mission*

The mission of the Division of Alcoholism and Drug Abuse is to reduce alcoholism and substance abuse.

### *Measure*

The rate of binge or chronic drinking.

Reduce the rate of binge or chronic drinking by adults. (Modified)

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#### *Current Status*

The percentage of Alaskans who report acute and chronic drinking is another indication of how pervasive alcohol abuse is in Alaskan society. The percentage of acute drinkers has dropped slightly over the past five year period (from 19% to 18.6%) but the percentage of chronic drinkers has increased (3% to 4.7%). In addition, the reported 18.6 percentage of acute drinkers in Alaska in 1999 is higher than the National BRFSS Median of 15 percent.

The Center for Disease Control (CDC) developed a standard core questionnaire for states to use to provide data that could be compared across states. The National BRFSS, administered and supported by the CDC has changed the information that is being collected. The Division along with the Advisory Board are deliberating on whether this indicator will continue to be used.

#### *Benchmark*

In 1995 Alaskan's reported 19% acute drinkers and 3% chronic drinkers in Alaska Behavioral Risk Factor Survey.

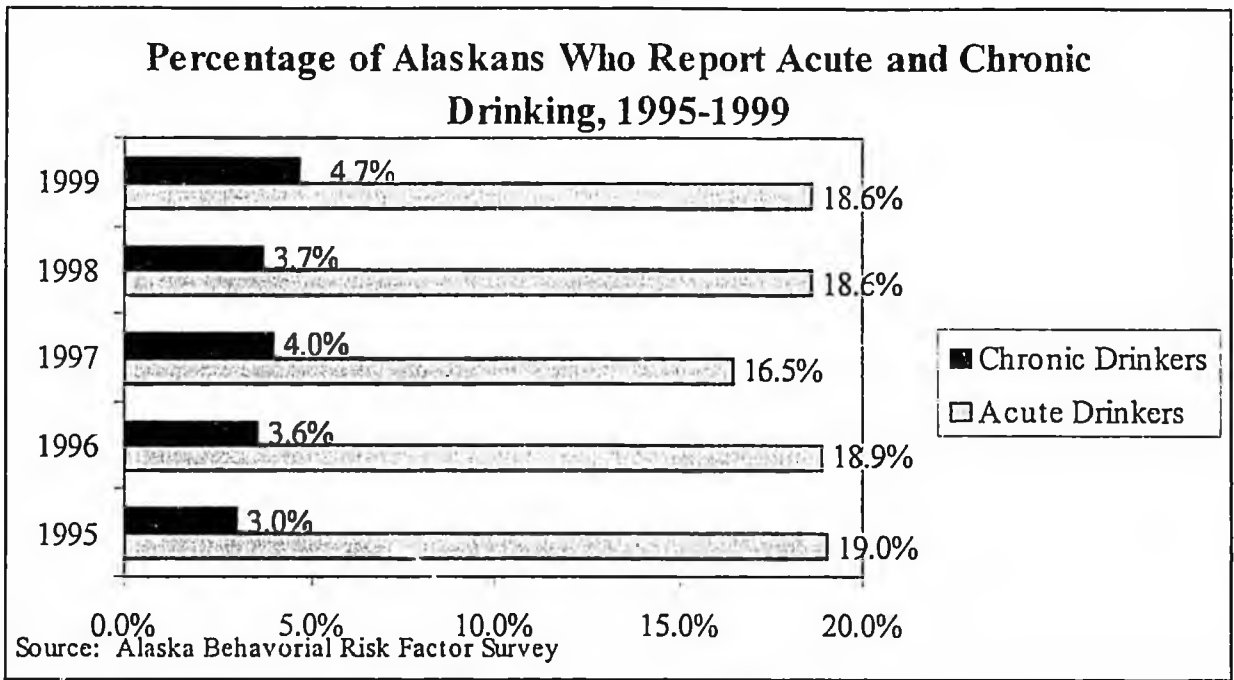
#### *Background and Strategies*

Binge drinking, for the purposes of this survey, refers to drinking five or more drinks on one occasion, at least once in the month preceding the survey. Chronic drinking refers to drinking an average of sixty or more alcoholic drinks in the month preceding the survey.

There is a high correlation between these drinking patterns and many of the negative consequences associated with alcohol abuse, particularly medical, family, and employment problems. Excessive alcohol intake is related to 4 of the 10 leading causes of death in the United States.

The impact on this measure will be those services that provide intervention and treatment services to chronic, late stage alcoholics. Early intervention services are also required to impact individuals whose disease progression has not reached the point of chronic or binge drinking.

See Chart next page --



Note: **Acute or binge drinking** is defined as drinking five or more drinks on one occasion within a 30-day period. **Chronic drinking** is defined as drinking an average of 60 or more alcohol drinks in the month of preceding the survey.

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## The Division of Alcoholism and Drug Abuse

### Measure

The number of new and repeat convictions for driving while intoxicated.

Track the total number of new convictions and the number of repeat convictions in state district and superior courts on charges of driving while intoxicated (DWI). (Modified)

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#### Current Status

Felony convictions for DWI Statewide

FY1997 322

FY1998 326

FY1999 317

(Note: These numbers have been updated from earlier versions released on 1/17. Earlier numbers reflected Anchorage only.)

#### Benchmark

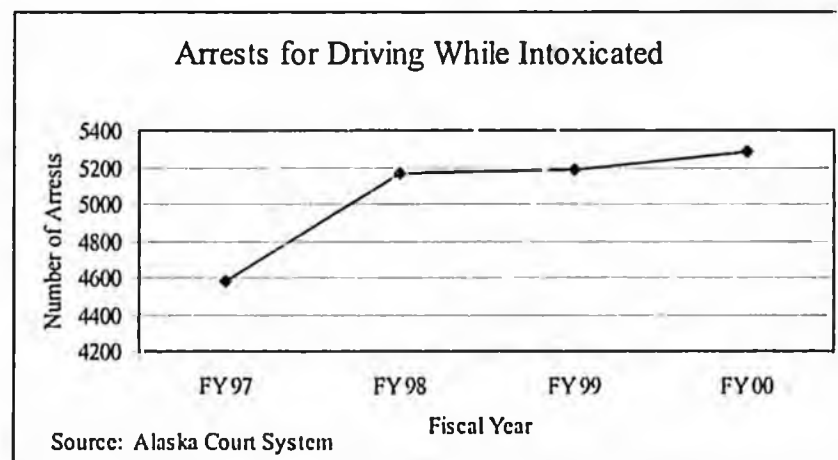
227 DWI convictions in FY1996

#### Background and Strategies

1999 DWI data shows that approximately 53 percent of all automobile accident fatalities had alcohol or drugs as the major contributing factor.

There are many variables that have an impact on a reduction in the number of DWI convictions, including enforcement efforts and prosecutor caseloads. However, we know that reductions also correlate with successful prevention, intervention, and treatment efforts.

Misdemeanant DWI is included in the chart below: 3,969 Statewide



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## *The Division of Alcoholism and Drug Abuse*

### *Measure*

**The number of infants and children exposed to fetal alcohol syndrome.**

**The number of infants affected by prenatal exposure to alcohol. (Modified)**

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#### ***Current Status***

The current data used is based on birth year 1998. Since this is a new reporting system, and because reports can be made on a child through the sixth birthday, this data will change as more reports are made.

#### ***Benchmark***

134 children, born in 1998, have been reported to the Alaska Birth Defects Registry with the prenatal exposure to alcohol code number, as of November 1999.

#### ***Background and Strategies***

The Alaska Birth Defects Registry began collecting data on infant birth defects in 1996. Prenatal exposure to alcohol became a reportable birth defect/condition in 1998. Unlike all other birth defects that must be reported within the first year following birth, alcohol-related birth defects (ARBD) can be reported up through the age of six. Data collection procedures are fairly recent so benchmark numbers are for reports made for birth year 1998.

In an effort to increase our knowledge regarding the true number of children born with alcohol-related birth defects, we have, since 1998, been increasing the capacity for diagnosis of FAS/ARBD across the state. For this reason we expect to see an increase in the number of reports to the Alaska Birth Defect Registry over the next five years and then beginning in FY06, we will begin to see a steady decrease in births prenatally exposed to alcohol. Over the next 5 years we are implementing a statewide public education campaign to change the public norm about drinking during pregnancy-no amount of alcohol during pregnancy is safe. We also will be developing targeted interventions aimed at women identified at-risk of giving birth to a child with FAS/ARBD-increasing treatment, health care and other appropriate services for this population.

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## The Division of Alcoholism and Drug Abuse

### Measure

The number of new admissions as a percentage of the total admissions to treatment programs for alcohol and drug abuse.

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**Current  
Status**

The total number of client admissions in FY2000 equal 7,048 as reported to the Division of Alcoholism and Drug Abuse (ADA) statewide MIS system. Of the total admissions 2,724 were identified as new client admissions.

**Benchmark**

New admissions totaled 39% in FY2000.

**Background  
and  
Strategies**

As a new performance measure for the Division it will be necessary to analyze and review all implications of the measure. Criteria must be reviewed and/or established to provide a consistent definition of treatment and new admission. In addition the Department and Division will need to clarify the tracking and identification process of client admissions.

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## *The Division of Medical Assistance - Mission*

**The mission of the Division of Medical Assistance is to maintain access to health care and to provide health coverage for Alaskans in need.**

### *Measure*

**The average time the division takes from receiving a claim to paying it.**

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#### ***Current Status***

Six month average: 11.03 days.

#### ***Benchmark***

We have reviewed historical data and the average time to pay a claim has remained around 11 days. We believe that is the benchmark to maintain.

#### ***Background and Strategies***

The assumption is that the timely payment of medical claims gives providers incentive to participate in the Medicaid Program. Therefore, the legislature and the division are interested in a measure of how timely the division responds to or pays claims.

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## The Division of Medical Assistance

### Measure

The number of errors per claim processed categorized by the type of provider.

The percent of claims paid with no errors categorized by the type of provider.  
(Modified)

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<i>Current Status</i>	Percent of Claims Paid with No Errors
All Providers	73.54
Inpatient Hospital	63.24
IHS Clinic	77.15
Physician (Individual)	71.49
Physician (Group)	68.80
Dentist (Individual)	71.44
Dentist (Group)	76.55
Home & Community Based Care	74.55
Pharmacy	82.98
Mental Health Agency	69.41

### *Benchmark*

*Background and Strategies* This is a measure of the providers ability to file error-free claims which reduces the work necessary to process claims. Those provider types experiencing more problems filing error-free claims are targeted for additional training. We assume that providers who do not experience problems in getting claims paid are much more likely to continue participating in the Medicaid Program.

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## The Division of Medical Assistance

### Measure

The percentage of total funds that are used to pay claims compared to the percentage used for administration of the division.

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**Current Status**      96.3 percent of total funds paid out in claims.  
3.7 percent of total funds are used to administer the Division.

### Benchmark

**Background and Strategies**      This is a fiscal measure of the State's administrative overhead necessary to support the medical assistance programs.

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## The Division of Medical Assistance

### Measure

**The percentage of providers who are participating in the Medical Assistance Program.**

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<i>Current Status</i>	FY1999	Enrolled	Participating
	Physicians		84.9%
Dentists		82.8%	59.0%
Pharmacies		75.8%	75.0%
Hospitals		100%	95.7%
Nursing Homes		100%	100%

*Benchmark* The Division has submitted FY 99 measured participation percentages. FY 2000 data comparable with FY 99 data remains a work in progress and will be provided no later than March 31, 2001. Participation rates compare licensed Alaskan providers with Medicaid enrolled and participating providers. A participating provider is a provider that has submitted a claim within the specified data period.

*Background and Strategies* Provider participation is a measure of Alaska's medical assistance clients' access to medical services. A stable participation rate indicates that Medicaid beneficiaries are generally receiving services of comparable amount, duration, scope, and quality that is available to the balance of Alaska's population.

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## *The Division of Family and Youth Services - Mission*

The mission of the Division of Family and Youth Services is to protect children who are abused and neglected or at risk of abuse and neglect.

### *Measure*

The number of children substantiated as abused or neglected.

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<i>Current</i>	FY1997	3,267	43.2%
<i>Status</i>	FY1998	3,690	45.4%
	FY1999	3,568	47.0%
	FY2000	3,266	49.5%

*Benchmark* The recommended baseline year is FY1997.

*Background and Strategies* Workers conclude every investigation with a determination that the report of harm was either substantiated, unconfirmed, or invalid. The percentage of substantiated reports of harm has been between 42 and 49 percent of all reports since FY1992.

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The Division of Family and Youth Services

Measure

The number of children harmed while in state custody.

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**Current  
Status**

Due to the limitations of the current information system, the data is not easily accessible for prior years. However, the division will gather information for the baseline year FY2001

**Benchmark**

The recommended baseline year is FY2001.

**Background  
and  
Strategies**

The number of child fatalities involving children in custody during calendar year 1999 was 6 out of 2,081 children in custody. Another 14 children who died in 1999 had received some prior services with the division. Of the 6 children who died while in custody during 1999, one child had a case closed for services in the six months preceding the child's death and another child was killed while in foster care.

One child died while in Foster Care.

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# The Division of Family and Youth Services

## Measure

The number of children in state custody longer than 18 months and 36 months.

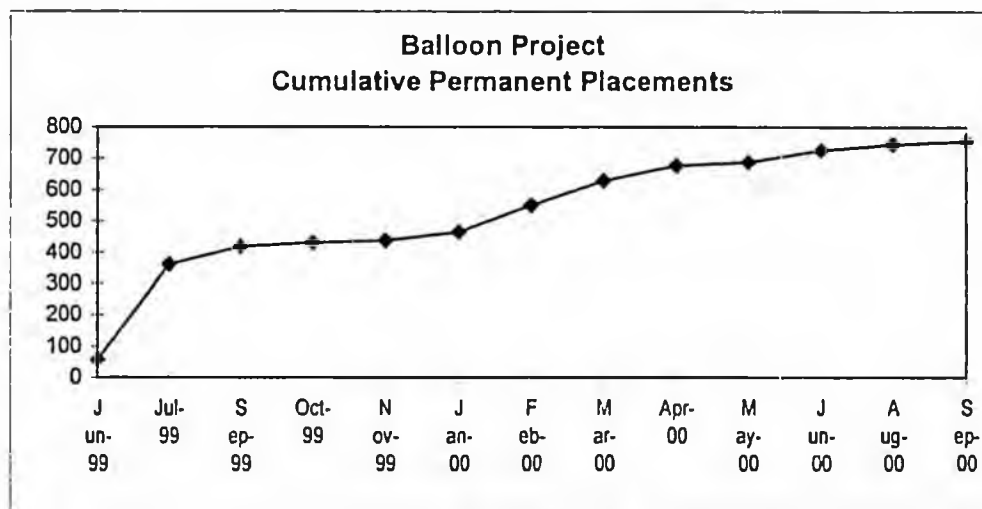
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### Current Status

Due to the limitations of the current information system and the backlog of data entry, the analysis and data is not available.

However, DFYS does report progress in finding permanent homes for children with the Balloon Project. The chart below represents placement of the children that have been in the system the longest. As of December 15<sup>th</sup>, we have found permanent homes for 83% of the original 662 children.



### Benchmark

The recommended baseline year is FY2001.

### Background and Strategies

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# The Division of Family and Youth Services

## Measure

The average time a child spends in state custody, considered by category.

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<i>Current Status</i>	Category = Permanency Plan Goal	* Time shown in Months	
		FY1997	FY2000
	Return Home	19.7	18.8
	Perm Relative Home	26.3	28.1
	Guardianship	41.1	39.1
	Perm Foster Home	56.5	53.4
	Adoption	43.	39.8
	Independent Living	28.9	26.6*
	Long Term Res Care	163.7*	48.3*
	Missing	43.4*	----
	TOTAL	25.6	25.5

\* category contains fewer than 10 children

*Benchmark* The recommended baseline year is FY1997.

*Background and Strategies* Figures represent children in custody and out-of-home care only (they don't include children in custody in their own homes). And figures depict the population in out-of-home care on the first day of the last month of each fiscal year (i.e., June 1, 1997 for FY1997, etc.)

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## The Division of Family and Youth Services

### Measure

The number of closed cases in which there is a reoccurrence of abuse or neglect.

Percentage of closed cases for children placed in alternative permanent homes in which a recurrence of substantiated abuse and neglect occurs 6 and 12 months after case closure. (Modified)

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<b>Current</b>	FY1997	516 (26.2%)
<b>Status</b>	FY1998	579 (27.2%)
	FY1999	547 (26.7%)
	FY2000	485 (26.3%)

**Benchmark** The recommended baseline year is FY1997.

**Background and Strategies** These figures refer to substantiated abuse or neglect for which the investigation was begun in the fiscal year noted. They also refer to **family cases**, rather than to individual children, so they *cannot* be compared with figures such as the number of children with substantiated cases. In addition, they include all families who have ever had a closed case, even if they currently have a subsequent open case.

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*The Division of Family and Youth Services*

*Measure*

**The number of foster homes operating at greater than licensed capacity.**

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***Current Status*** As of January 2001, 279 licensed foster homes (out of approximately 1,220 total foster homes) have special approval to be licensed for 3 or more children.

***Benchmark*** The recommended baseline year is FY2001.

***Background and Strategies*** Licensing regulations specify no more than 2 children during the first year.

It is difficult to know how many of the 279 foster homes have been approved for sibling groups.

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## The Division of Family and Youth Services

### Measure

The percentage of legitimate reports of harm that are investigated.

The percentage of child protection services legitimate reports of harm assigned for an investigation will increase to 90% for FY2001. (Modified)

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#### **Current Status**

Preliminary information for the first quarter of FY2001 shows the total number of legitimate reports of harm assigned for investigation was 92%. Historically, first quarter caseloads are lower than the last three quarters of a fiscal year and the percentage of assigned cases is expected to go down slightly.

Note: Due to the seasonality involved in Reports of Harm, data for a full fiscal year will be used for comparison.

#### **Benchmark**

In FY1997, 73.6% of legitimate reports of harm were assigned for investigation in Alaska.

#### **Background and Strategies**

Increased number of child protection workers to respond to more reports; better training and less turnover among these workers.

The number of reports of harm decreased slightly in FY2000 from FY1999 (1.5 %), for a total of 16,189 reports of harm received in FY2000.

These reports represent 11,538 children (unduplicated), which have increased by 250 more children in FY2000 from FY1999.

Percent of legitimate reports of harm assigned for investigation:

FY1997: 73.6%

FY1998: 77.3%

FY1999: 78.1%

FY2000: 88.8%

FY2001 Preliminary: 92%

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# The Division of Family and Youth Services

## Measure

The turnover rate of the Division of Family and Youth Services staff by region.

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<b>Current Status</b>	FY1998	32.60%
	FY1999	32.54%
	FY2000	21.53% *

**Benchmark** The recommended baseline year is FY1998.

**Background  
and  
Strategies** The division continues to use exit interviews and surveys as a method of learning the reasons workers leave the agency.

Improvements in worker and supervisor training continue. Workers receive training prior to being assigned cases, and then receive specialized and advanced training annually. Supervisory skills continue to be an area of focus for all supervisors. This year a new requirement for all new supervisors includes the completion of entry-level supervisory training within the first six months.

The division is also in the process of starting a worker wellness program aimed at stress reduction and improving morale.

\* Through January 2000.

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*The Division of Juvenile Justice - Mission*

The mission of the Division of Juvenile Justice is to protect and restore communities and victims while holding juvenile offenders accountable for correcting their behavior.

*Measure*

The percentage of juvenile offenders that re-offend.

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*Current Status*

Refinement of the recidivism measure continues. The Division of Juvenile Justice hopes to have benchmark data as well as current data by March 2001.

*Benchmark*

Under development.

*Background and Strategies*

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# The Division of Juvenile Justice

## Measure

The percentage of juvenile offenders in long-term treatment who improve their grade point average during their time at the facility.

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### *Current Status*

During the second half of FY2000, of the youth released from the four long term treatment facilities, 100% of the youth who had an assessment had either improved their Grade Point Average (GPA) or obtained additional educational credits. Ninety-nine percent of those had an educational assessment that met all Alaska State Educational Standards. This measure was implemented half-way through FY2000.

### *Benchmark*

Of youth released from the four long term treatment facilities, during their stay in the facilities:

90% of youth who had an educational assessment had either improved their Grade Point Average (GPA) or obtained additional educational credits, and

90% of youth released who have had an educational assessment that met all Alaska State Educational Standards.

### *Background and Strategies*

This performance measure provides a gauge of DJJ's effectiveness in assisting institutionalized youth develop skills to prevent crime.

The educational assessment will meet all Alaska State Educational Standards. This measure consists of the percentage of all youth that were released from a Juvenile Justice long-term treatment facility that had an educational assessment during their stay in long-term treatment.

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## The Division of Juvenile Justice

### Measure

**The percentage of juvenile offender court-ordered restitution and community service that is paid or performed.**

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***Current Status***

In FY1999, 86% of the amount of restitution ordered was collected from juvenile offenders and paid to victims. During the same period, 95% of the community work service hours ordered were completed. FY2000 data is expected to be available by mid-February 2001.

***Benchmark***

For the restitution measure, the benchmark is 79%.

For the community work service measure, the benchmark is 83%.

***Background and Strategies***

This performance measure consists of two aspects that provide a gauge of DJJ's effectiveness in assisting delinquent youth in being accountable to their victim and communities for their delinquent behavior, and in encouraging youth providing restoration to victims and communities for the damage resulting from their delinquent behavior.

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# The Division of Juvenile Justice

## Measure

The number of escapes from juvenile justice institutions.

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**Current Status**

During FY2000, 8 youth escaped from DJJ facilities. During FY1998 through FY2000, DJJ averaged 4 escapes per year.

**Benchmark**

The average number of escapes that occurred during FY1995 through FY1997 was 9 per year.

**Background and Strategies**

This performance measure provides a gauge of DJJ's effectiveness in providing safety to communities. This measure consists of the number of youth in Juvenile Justice custody who escape from a Juvenile Justice institution. An escape is defined as an unauthorized departure of a youth from a secure juvenile facility or a secure unit in a facility or from a direct staff supervised activity such as court escort or facility movement. Escapes do not include unlawful evasions or absences from an approved facility pass.

It is important to note that DJJ facilities housed more youth in FY2000 than in FY1995. The average daily population has increased from 235.0 in FY1995 to 294.7 in FY2000. This ultimately effects the rate of escapees which is currently reported only as a hard number rather than a change in proportion of youth who escape. This change will allow for meaningful comparisons over time that will accommodate scheduled increased capacity of our DJJ facilities.

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## *The Division of Mental Health and Developmental Disabilities -*

### *Mission*

**The mission of the Division of Mental Health and Developmental Disabilities is to improve and enhance the quality of life for consumers impacted by mental disorders or developmental disabilities.**

### *Measure*

**The percentage of those consumers who seek services for developmental disabilities who receive services from the division.**

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#### ***Current Status***

In FY2000, 2,460 consumers received service through the program's grants and waivers, representing a 26% increase in one year. There were an additional 1,049 consumers on the Waitlist, all of whom received a minimum of services such as respite or core services.

#### ***Benchmark***

In FY99, 1,953 consumers received services through the program's grants and waivers. There were an additional 1,123 consumers on the Waitlist, and only some of those consumers received any services such as respite or core services.

#### ***Background and Strategies***

It is the goal of the department to have all consumers on the Waitlist receiving a minimum of services such as respite or core services.

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# The Division of Mental Health and Developmental Disabilities

## Measure

The length of time that developmentally disabled consumers are on a waitlist before receiving services.

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### ***Current Status***

In FY2000, the greatest length of time any consumer had been on the Waitlist awaiting full services was four years. All consumers on the Waitlist are receiving a minimum of services such as respite or core services. Fifty percent of consumers have been on the list for 19 months or less.

### ***Benchmark***

In FY99, the greatest period of time a consumer was on the Waitlist was thirteen years. Some of those consumers did not receive any services. Since then there has been an intense effort to do full service draws as agency capacity was available.

### ***Background and Strategies***

The goal of the division is to remove consumers from the Waitlist as quickly as capacity allows, and to provide those still on the Waitlist with at least minimum services. The number of consumers on the Waitlist fluctuates as individuals are drawn from the list and others are added to the list. In FY00 the legislature passed legislation requiring DMHDD to provide an annual report on the status of the Developmental Disabilities Waitlist. The division submitted the first report to the legislature on November 15, 2000 as required by statute.

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## *The Division of Mental Health and Developmental Disabilities*

### *Measure*

**The percentage of mental health consumers receiving services who show improved functioning as a result of their services.**

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#### *Current Status*

In FY00 20% of the sample of persons receiving services showed improvement between initial intake and final contact.

#### *Benchmark*

FY00 is the first year data has been available for this measure. The 20% improvement among persons in the sample data represents the best information currently available but may not be representative of rate of improvement among all persons served. As complete data is obtained a revised benchmark will be established in FY02 against which future performance will be compared.

#### *Background and Strategies*

Obtaining complete data from service providers is the critical issue affecting the ability to establish a useful and reliable benchmark and measure success of the mental health service system on an ongoing basis. Technical and legal problems and resource limits have delayed collection of complete data. A plan is being implemented to overcome these problems and obtain necessary data to allow accurate measurement of progress.

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# The Division of Mental Health and Developmental Disabilities

## Measure

The percentage of the programs designated by the department that are reviewed for consumer satisfaction.

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<b><i>Current Status</i></b>	In FY00, the department exceeded the benchmark by reviewing more (112%) of the number of Mental Health provider programs designated for review during the year. Reviews of Developmental Disabilities programs increased by 18% from 68% of programs designated for review in FY99 to 86% in FY00.
<b><i>Benchmark</i></b>	Each year one half of Mental Health and Developmental Disabilities provider programs are scheduled for review. In FY99, 49% of all Mental Health provider programs were reviewed and 34% of all Developmental Disabilities provider programs were reviewed.
<b><i>Background and Strategies</i></b>	The department has designated that the division review provider agencies on a two-year cycle. In anticipation of increased workloads for review staff the division is developing a plan to review agencies that rank highly less frequently, and to intensify training and frequency of reviews with agencies that do not meet review standards.

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# The Division of Mental Health and Developmental Disabilities

## Measure

**The total number of publicly funded psychiatric hospital days per hospitalized person.**

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### **Current Status**

In FY2000 the average was 10 days.

### **Benchmark**

In FY1998 the average stay was 14 days. (excludes data on consumers in residence at API longer than 6 months)

### **Background and Strategies**

- The number of admissions to API has increased 52% between FY1995 and FY2000 (*from 975 to 1,480*)
- In FY2000, 50% of all persons admitted to API had never been in API before (it was 46% in FY1999)
- Because of its small bed capacity and high admission rate, API made a strategic decision to operate the majority of its patient units as part of an acute care psychiatric hospital. In FY2000, i.e. if you exclude the few patients with lengths of stay in excess of six months, the avg. length of stay (ALOS) for the majority of patients was 10 days. In FY1995 those numbers were 15 days and 35 days.
- In order to appropriately handle the high rate of admissions from the Anchorage bowl area, API also created the Denali Admitting Unit; this unit operates as a psychiatric emergency room. In FY2000, for example, this unit:
  - Discharged 25% of all patients admitted in less than 24 hours
  - Discharged 47% of all patients admitted in less than 3 days
  - Average Length of Stay (ALOS) was just over 2 days

As a part of its efforts to re-engineer its hospital services to meet the competing needs of community mental health providers, community social service and law enforcement concerns, and individual residents experiencing mental illness, API also focused on improving the quality of the services it provides to its patients. In December of 2000, following a site review by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), API was awarded a preliminary score of 98 out of 100 possible points. This is a rare achievement for any hospital in the country, especially a public psychiatric hospital.

## *Introduction to Health Status Indicators*

The Department of Health and Social Services believes that by carefully examining health status indicators, we can measure the health of Alaskans, analyze and detect important trends, monitor and make appropriate adjustments regarding the dedication and allocation of resources and effort to improve Alaskans' health. Good, accurate and reliable data are important to determining the health status of Alaskans.

In the next section a variety of information on important health status indicators is provided to give a picture of the health of Alaskans. In the Healthy Alaskans 2010 process, health status indicators will be updated to provide the latest information on the health status of Alaskans.

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## Alaska's Health: Changes in the Last Decade

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Data and Evaluation Unit  
Division of Public Health  
Alaska Department of Health and  
Social Services  
January 2001

## How Have we Done?

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Compared with the national average, for  
selected key health status indicators:

Alaska is BETTER for 6 of 19  
Alaska is ABOUT THE SAME for 6 of 19  
and Alaska is WORSE for 7 of 19



## Analysis of Alaska Trends

In Key Health Status Indicators:

- RIGHT DIRECTION for 12 of 19
- NO CONSISTENT CHANGE for 4 of 19
- WRONG DIRECTION for 3 of 19



## Trends in 19 Alaska Health Status Indicators

Infant Mortalit <sup>y</sup> ↑▼	Children in Poverty ↑
Overall Mortalit <sup>y</sup> ↑	Lung Cancer ↔▼
Work-related Mortalit <sup>y</sup> ↑▼	
Unintentional Injury ↑▼	Stroke ↔⊙
Motor Vehicle Crash Deaths ↑▼	Air Quality ↔⊙
Breast Cancer ↑▼	Suicide Mortalit <sup>y</sup> ↔⊙
Coronary Hear. Disease ↑▼	Homicide ↔⊙
AIDS ↑▼	Tuberculosis ↓⊙
Measles ↑▼	Prenatal Care ↓⊙
Teen Birth Rate ↑▼	Low birth weight ↓⊙
▼ Healthy Alaskaans 2000 target met	⊙ Healthy Alaskaans 2000 target not met
AK Trend: ↑ Better    ↔ Same    ↓ Worse	

## Infant Mortality Rate Alaska 1990-98\*

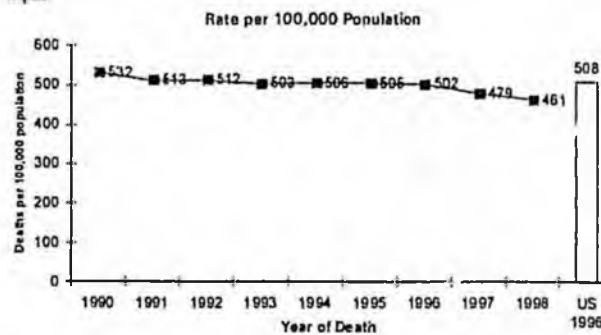


\*Data source: Alaska Bureau of Vital Statistics; deaths among infants under one year of age per 1000 live births; 3-year moving averages

## Infant Mortality Rate: Talking Points

- Infant mortality rates fell during the 1990s from 10.6 per 1000 live births in 1990 to 7.4 in 1998 (a 30% reduction).
- The percent of mothers putting infants to sleep on their backs increased from about 41% in 1996 to 59% in 1998. SIDS rates appear to have declined during the 1990s.

## Overall Mortality Rate Alaska 1990-98\*

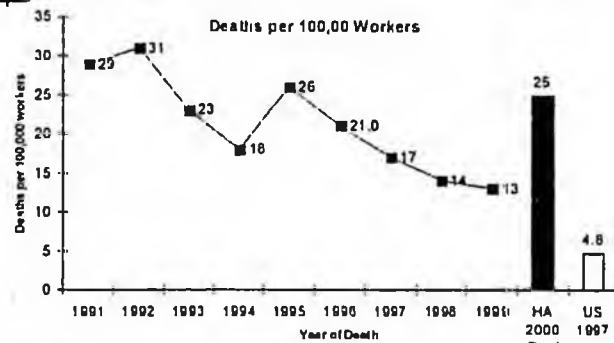


Data source: Alaska Bureau of Vital Statistics; rate per 100,000 population; age-adjusted to US 1990 population; (C) a total 000-999

## Overall Mortality: Talking Points

- As people are living longer, we can expect an increase in the population of older people.
- Median age of Alaska population increased from 29.3 in 1990 to 32.9 years in 1999.

## Work-Related Mortality Rate Alaska 1990-99\*

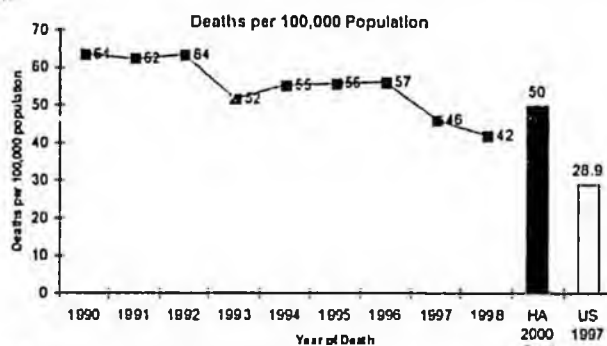


\* Data source: Section of Epidemiology; rate per 100,000 workers

## Work-Related Mortality: Talking Points

- The rate of death per 100,000 workers declined by 55% between 1990 and 1999.
- Alaska rates remain much higher than the comparable US rate.
- Among commercial fishers and loggers, two of the high-risk occupations in Alaska, there were substantial declines in occupational injury deaths and in hospitalization from work-related injuries

## Unintentional Injury Mortality Rate Alaska 1990-98\*

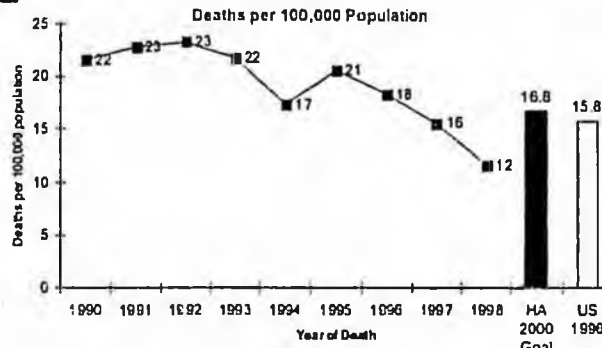


\*Data source: Alaska Bureau of Vital Statistics; rate per 100,000 population; age-adjusted to US 1990 population; ICD 9 codes 800-949

## Unintentional Injuries: Talking Points

- Death rates from unintentional injuries declined by 42% during the 1990s.
- The rates of unintentional injury death remain higher than the comparable US rate.
- The most common causes of injury death in Alaska (includes both intentional and unintentional) are firearms (26.2%), motor vehicles (16.9%), drowning (11.7%), poisoning (5.2%), strangulation (5.0%) and fire/burns (4.1%).
- Each year approximately 3000 Alaskans are hospitalized because of unintentional injuries.
- Importance of trauma registry in monitoring injury in Alaska.

## Motor Vehicle Injury Mortality Rate Alaska 1990-98\*

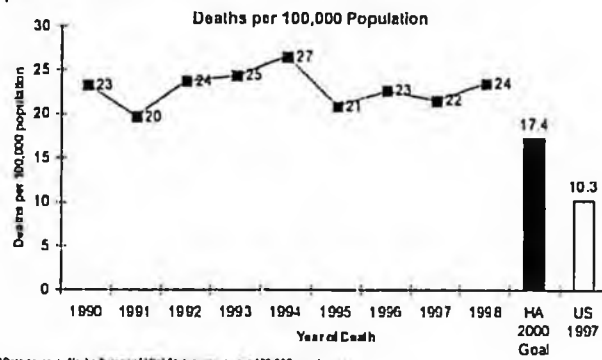


\*Data source: Alaska Bureau of Vital Statistics; rates per 100,000 population; age-adjusted to US 1990 population; ICD-9 codes 810-825

## Motor Vehicle Crash Deaths: Talking Points

- In 1998, for the first time, the motor vehicle crash death rate per million miles traveled was equal to, instead of higher than, the US rate.
- The rate of alcohol related motor vehicle crash deaths also declined during the 1990s among all ages and among youth aged 15-24 years.

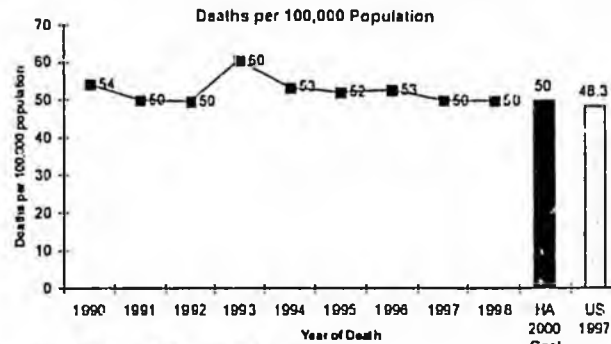
## Suicide Mortality Rate Alaska 1990-98\*



## Suicide Deaths: Talking Points

- Suicide is the cause of death for over 100 Alaskans each year.
- Suicide rates are highest among Alaska Natives and young men.
- Importance of a public health approach to mental health issues, including improved surveillance, health promotion, disease prevention and access to services

## Lung Cancer Mortality Rate Alaska 1990-98\*

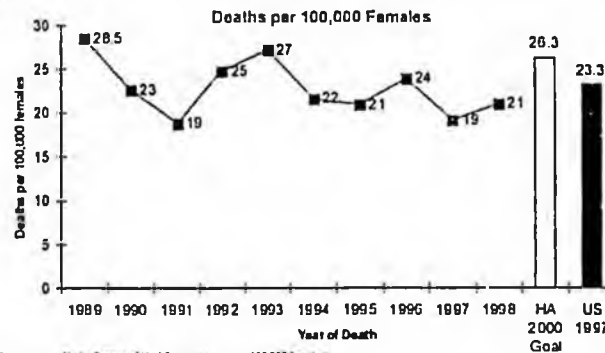


\*Data source: Alaska Bureau of Vital Statistics; rate per 100,000 population; age-adjusted to US 1970 population; ICD-9 code 162

## Lung Cancer: Talking Points

- Over 90% of lung cancer deaths attributable to tobacco.
- Although smoking prevalence has not measurably decreased, there has been a 16% decrease in the taxable consumption of tobacco products since the 1997 tobacco tax increase
- Importance of continued efforts, such as clean air ordinances and smoking cessation efforts

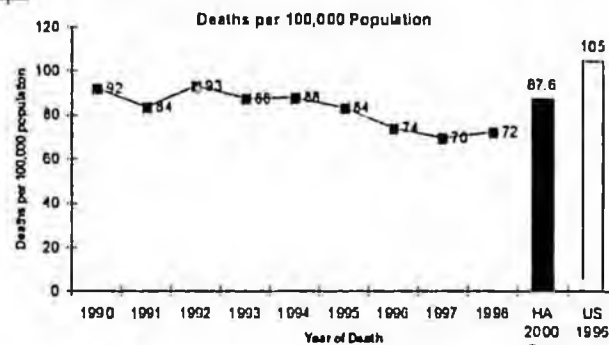
## Breast Cancer Mortality Rate Alaska 1989-98\*



## Breast Cancer: Talking Points

- The utilization of mammography and breast exam increased during the 1990s, especially among:
  - Alaska Natives: by 68%
  - Low income women: by 76%
  - Women with little education: by 73%
- Importance of Breast and Cervical Cancer Screening Programs to Alaska women
- Importance of Alaska Cancer Registry which began collecting statewide data on cancer incidence in 1996.

## Coronary Heart Disease Mortality Rate Alaska 1990-98\*

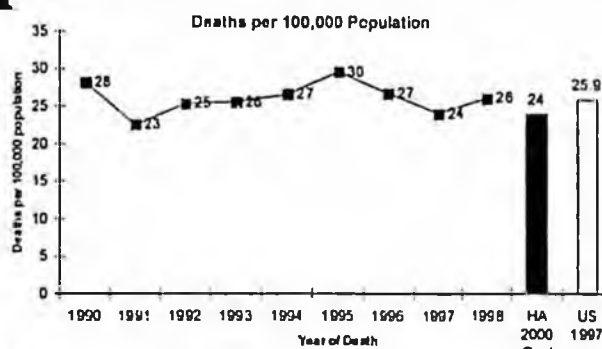


\*Data source: Alaska Bureau of Vital Statistics; rate per 100,000 population, age-adjusted to US 1990 population. CI: 95% CI: 418-419, 419.2

## Heart Disease: Talking Points

- Heart disease was the leading cause of death among men and the second leading cause among women in 1998
- The rate of heart disease death declined during the 1990s, and reached the Healthy Alaskans goal. However, for the past 2 years, the heart disease death rate has increased among men.
- The trends in risk factors are going in the wrong direction or not changing: smoking and sedentary lifestyle remain unchanged; obesity rates are increasing; one might expect heart disease rates to increase rather than to continue improving

## Stroke Mortality Rate Alaska 1990-98\*

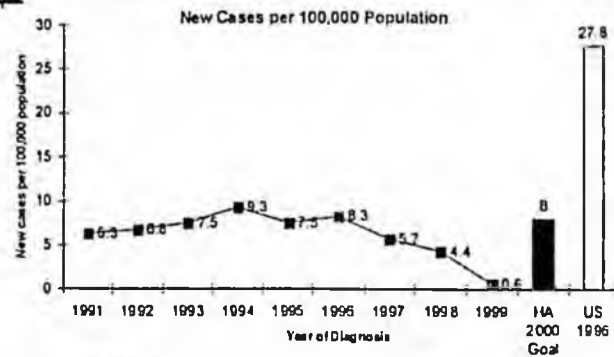


\*Data source: Alaska Bureau of Vital Statistics; rate per 100,000 population; age-adjusted to US 1940 population; ICD-1 codes 430-438

## Stroke: Talking Points

- Deaths from stroke have not declined, and have not reached the Healthy Alaskans goal.

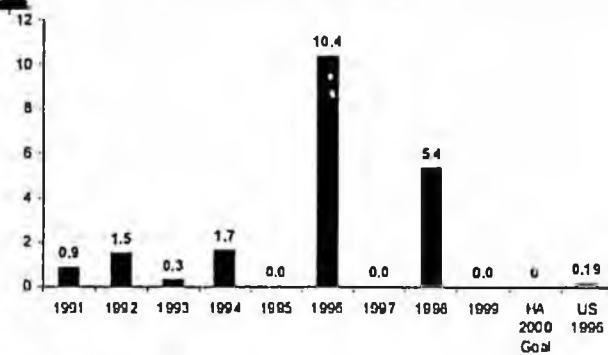
## AIDS Incidence Rate Alaska 1991-99\*



## HIV/AIDS: Talking Points

- The reduction in AIDS incidence has been attributed to improved treatment of HIV individuals to slow or prevent the emergence of AIDS.
- HIV became a reportable condition in Alaska in 1999.
- From January 1, 1982 through December 31, 1999, a cumulative total of 717 cases of HIV infection were reported among individuals in Alaska.
- Importance of preventive efforts, such as contact tracing.

## Measles Incidence Rate Alaska 1990-99\*

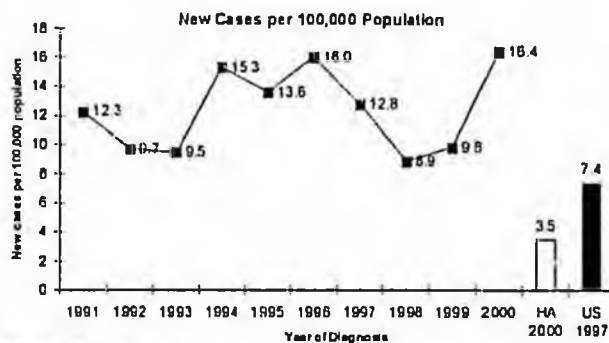


\*Data source: Section of Epidemiology

## Measles: Talking Points

- Outbreaks of measles occurred in 1996 (63 cases) and in 1998(33 cases), largely occurring in school-aged children. The 2-dose measles vaccine now required for school entry is expected to prevent further outbreaks.
- In 1998 Alaska's rate of immunization of 2-year-olds was 81%, increased from 69% in 1996. The rate remains below the Healthy Alaskans 2000 goal of 90% or higher.
- During the 1990s, reduction in other infectious diseases, such as Hepatitis A and B, occurred because of new immunizations and public health efforts.

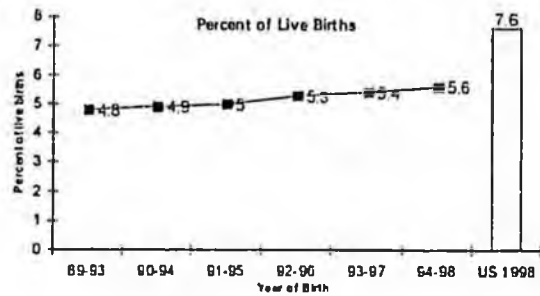
## Tuberculosis Incidence Rate Alaska 1991-2000\*



## Tuberculosis: Talking Points

- The incidence rate of new cases of tuberculosis remained fairly constant
- Number of cases ranged from a low of 55 to a high of 97.
- The Healthy Alaskans 2000 goal of less than 3.5 cases per 1000,000 population has not been reached.
- The highest rates of tuberculosis occur among Alaska Natives and Asian/Pacific Islanders.
- Importance of public health efforts, including directly observed therapy and testing of high risk individuals and contacts.

## Low Birth Weight Alaska 1993-98\*

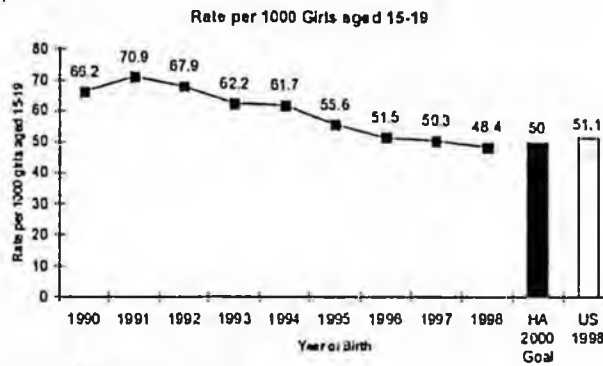


\*Data source: Alaska Bureau of Vital Statistics; percent of live births, 5-year running average

## Low Birth Weight

- Increasing during the 1990s.
- Remains well below US rate

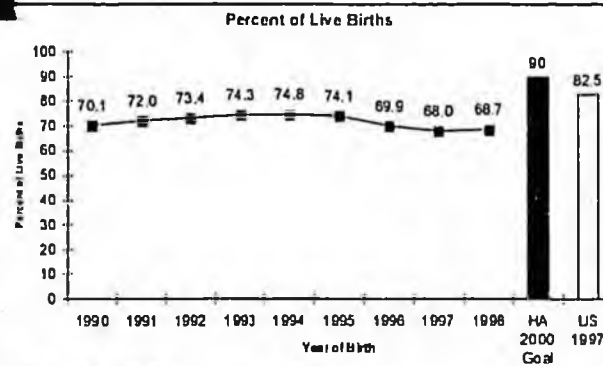
## Teen Birth Rate: Age 15-19 Alaska 1990-98\*



## Teen Birth Rate: Talking Points

- Among high school youth, 42% of boys and 44% of girls have engaged in sexual intercourse at least once (1999 YRBS).
- Among sexually active high school youth, 71% of boys and 73% of girls used some form of contraception at the most recent intercourse (1999 YRBS).
- Decline in teen births not attributable to increased abortion nationally.

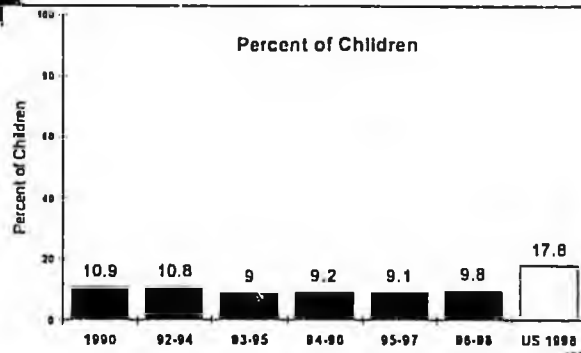
## Adequate Prenatal Care Alaska 1990-98\*



## Prenatal Care: Talking Points

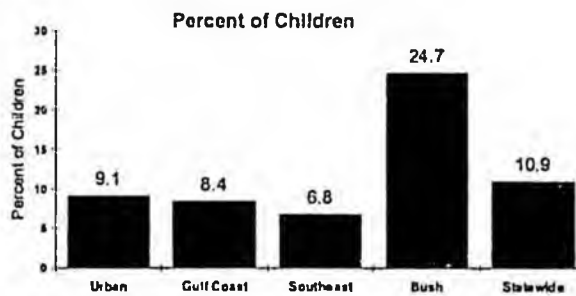
- The percent of mothers who received adequate prenatal care remains lower than the Healthy Alaskans goal of 90% or higher. Rates of adequate prenatal care appear to have declined since 1994

## Children Living in Poverty Alaska



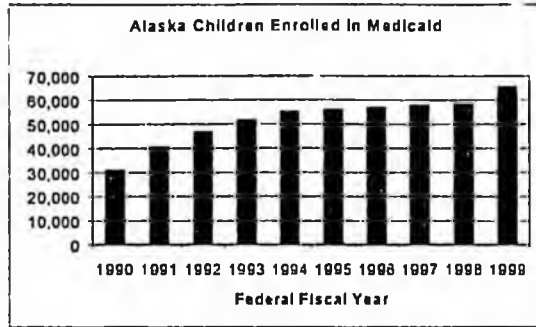
Data source: US Bureau of Census 1990 Census and Current Population Surveys

## Children Living in Poverty Alaska: By Region 1989



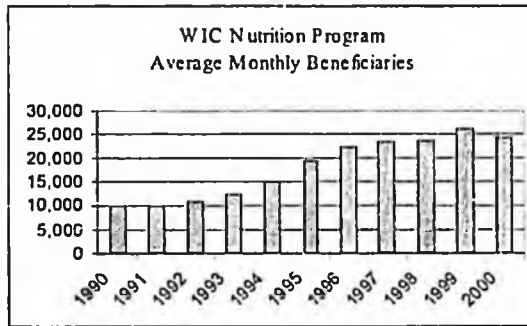
Source: U.S. Bureau of the Census 1990 Census

Alaska Children Enrolled in Medicaid,  
1990-1999  
--Effect of S-CHIP (Denali KidCare)



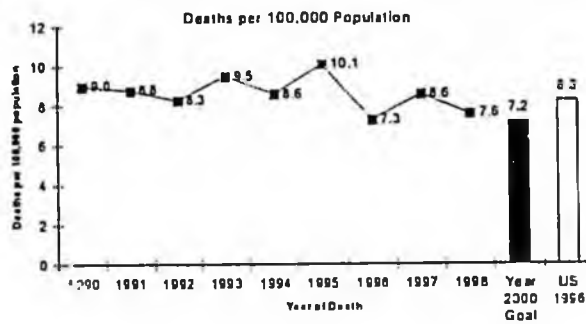
Source: Medicaid Management Information System enrollment data

WIC Average Monthly Beneficiaries  
in Alaska, 1990-2000



Source: WIC Management Information System

## Homicide Mortality Rate Alaska 1990-98



1/18/01

## ALASKA COURT SYSTEM

*The mission of the Alaska Court System is to provide an accessible and impartial forum for the just resolution of all cases that come before it, and to decide such cases in accordance with the law, expeditiously and with integrity.*

Who are the customers of the Alaska Court System include:

- ◆ Individual citizens of Alaska, who access the courts as litigants, jurors and witnesses, and for such auxiliary services as deposits of wills and public record information
- ◆ Businesses and organizations, which access the courts as litigants and which are recipients of justice system information
- ◆ The attorneys of the Alaska Bar Association who represent litigants before the courts
- ◆ The agencies of the executive branch, and the Legislature, both as litigants and as recipients of justice information and statistics
- ◆ Representatives of the media, who seek information about court cases and court business
- ◆ Researchers (in-state, national and international) as recipients of justice information and statistics

Eight accepted purposes of courts are:

1. To do individual justice in individual cases
2. To appear to do justice in order to promote public trust in our system of government
3. To provide a forum for the resolution of legal disputes
4. To protect individuals from the arbitrary use of governmental power
5. To provide a formal record of legal status
6. To deter criminal behavior
7. To rehabilitate persons convicted of crimes
8. To separate persons convicted of crimes from society, in appropriate cases

# PROFILE OF THE ALASKA COURT SYSTEM

July 1, 1999 - June 30, 2000

## INTRODUCTION

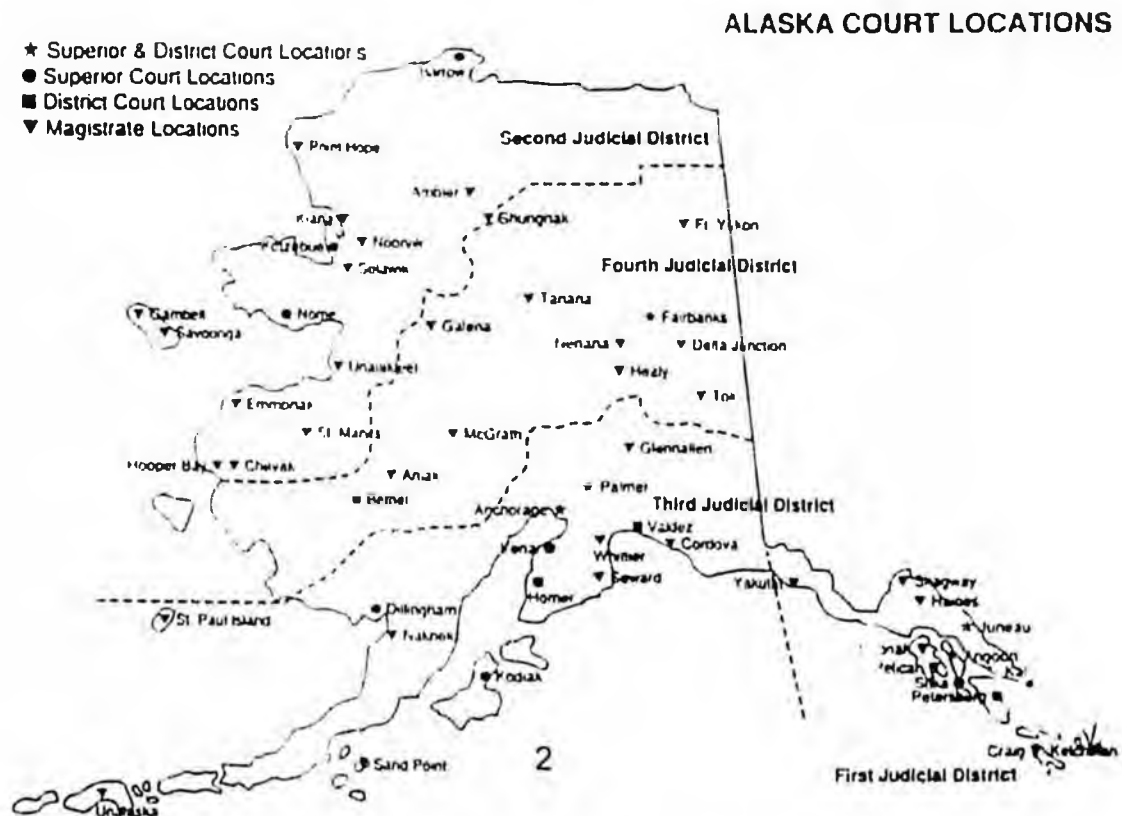
There are four levels of courts in the Alaska Court System, each with different powers, duties and responsibilities. Alaska has a unified, centrally administered, and totally state-funded judicial system. Municipal governments do not maintain separate court systems.

The four levels of courts in the Alaska Court System are the supreme court, the court of appeals, the superior court and the district court. The supreme court and court of appeals are appellate courts, while the superior and district courts are trial courts. Jurisdiction and responsibilities of each level of court are set out in Title 22 of the Alaska Statutes.

The supreme court and the superior court were established in the Alaska Constitution. In 1959, the legislature created a district court for each judicial district and granted power to the supreme court to increase or decrease the number of district court judges. In 1980, the legislature created a court of appeals.

The chief justice of the Alaska Supreme Court is the administrative head of the Alaska Court System. An administrative director is appointed by the chief justice with concurrence of the supreme court. The director supervises the administration of all courts in the state.

Rules governing the administration of all courts and the rules of practice and procedure for civil and criminal cases are promulgated by the supreme court.



# ALASKA COURT SYSTEM ORGANIZATION

## ALASKA SUPREME COURT

The supreme court is the appellate court of final authority in Alaska. It consists of a panel of five justices.

## COURT OF APPEALS

The court of appeals hears appeals in criminal and quasi-criminal cases (such as juvenile delinquency cases.) It consists of a panel of three judges.

## ADMINISTRATIVE OFFICE

The supreme court is charged with the responsibility of administering the statewide system. The supreme court delegates most of the administrative matters to the administrative director.

## SUPERIOR COURT

The superior court is the trial court of general jurisdiction. It has appellate jurisdiction over district court appeals and appeals from administrative agency decisions. There are 32 superior court judgeships.

## DISTRICT COURT

The district court has limited civil and criminal jurisdiction. The district court consists of 17 district court judges and 60 authorized magistrate positions.

**ALASKA COURT SYSTEM**  
(Information as of June 30, 2000)

Fiscal Year:	July 1 - June 30	
Geographical Area Served:	586,413 square miles	
Number of Judges:	5	supreme court judges
	3	court of appeals judges
	32	superior court judges
	17	district court judges
	60	magistrates
Number of Court Locations:	16*	combined superior and district court
	42	district courts only (judge and/or magistrate)
Number of Authorized Positions:	655	permanent full-time
	50	permanent part-time
	21	non-permanent
	726	total

\*Includes three locations without resident superior court judges: Wrangell, Petersburg and Valdez.

**FIVE LARGEST TRIAL COURTS**  
(by number of permanent full-time employees)

Anchorage	210
Fairbanks	82
Juneau	30
Palmer	25
Ketchikan	22

**Alaska Court System**  
**FY00 Court Revenues Deposited to the State General Fund**

Fines and Forfeitures	\$3,715,900
Civil Case Filing Fees	1,644,200
Clerical and Miscellaneous Fees (Transcripts, Notaries, Copies)	305,900
Court Cost Recoveries	174,800
Interest Income	<u>406,200</u>
Total FY00 General Fund Revenues	<u><u>\$6,247,000</u></u>

**Alaska Court System**  
**FY00 Revenues Collected for Other State Agencies**

Alaska Police Standards Council (Surcharges)	\$550,000
Health and Social Services (Vital Statistics)	<u>205,100</u>
Total FY00 Revenues Collected for Other State Agencies	<u><u>\$755,100</u></u>

**Costs & Fees Imposed by Courts and Collected  
by the Department of Law<sup>1</sup>**

Cost of Appointed Counsel	\$888,900
Cost of Incarceration	\$748,400
Court Fines	\$959,600
Traffic & Minor Offense Fines and Bonds	\$140,000
Civil	<u>\$32,800</u>
Total	<u><u>\$2,769,700</u></u>

Information supplied by Nancy Sullivan, Collections Coordinator, Collections and Support Section

# ALASKA COURT SYSTEM

## FY2000 Funds Collected on behalf of Cities and Boroughs

<u>City/Borough</u>	<u>Total Funds Collected by Court</u>
Anchorage	\$692,100
Barrow	\$6,500
Bethel	\$8,500
Cordova	\$2,100
Craig	\$1,800
Dillingham	\$2,500
Emmonak	\$500
Fairbanks	\$23,600
Fairbanks Borough	\$10,000
Galena	\$200
Haines	\$2,300
Homer	\$26,000
Hoonah	\$6,100
Juneau	\$112,400
Kake	\$100
Kenai	\$23,300
Ketchikan	\$6,900
Kodiak	\$17,500
Kodiak Island Borough	\$200
Kotzebue	\$8,500
Matsu Borough	\$8,800
Nenana	\$21,200
Nome	\$800
North Pole	\$110,000
Palmer	\$51,900
Petersburg	\$1,100
Saint Mary's	\$700
Saint Paul	\$300
Seward	\$18,500
Sitka	\$18,900
Skagway	\$3,500
Soldotna	\$35,500
Unalakleet	\$1,000
Unalaska	\$1,600
Valdez	\$19,400
Wasilla	\$52,200
Wrangell	\$2,600
Yakutat	\$800
<b>Totals</b>	<b>\$1,299,900</b>

**ALASKA COURT SYSTEM**  
**October 2000 Permanent Fund Dividends Processed**  
 (as of 12/31/00)

<b>COURT</b>	<b>PFD Totals by Court</b>
Anchorage	\$5,050,500
Angoon	\$8,300
Aniak	\$11,700
Barrow	\$64,400
Bethel	\$138,800
Chevak	\$2,900
Cordova	\$8,200
Craig	\$23,900
Delta Junction	\$23,700
Dillingham	\$61,000
Fairbanks	\$1,834,700
Ft. Yukon	\$4,900
Galena	\$8,900
Glennallen	\$21,800
Haines	\$15,200
Healy	\$8,500
Homer	\$84,800
Hoonah	\$20,400
Juneau	\$1,053,800
Kenai	\$1,900
Kenai	\$466,900
Ketchikan	\$501,700
Kodiak	\$117,500
Kotzebue	\$37,500
McGrath	\$3,000
Mt. Village	\$3,500
Naknek	\$13,200
Nenana	\$14,500
Nome	\$131,600
Palmer	\$648,700
Petersburg	\$57,700
Sand Point	\$6,100
Seward	\$27,600
Sitka	\$141,400
Skagway	\$2,000
St. Mary's	\$15,000
St. Paul	\$4,600
Tanana	\$1,400
Tok	\$18,100
Unalakleet	\$44,100
Unalaska	\$10,900
Valdez	\$42,700
Wrangell	\$39,000
Yakutat	\$9,100
<b>Court Totals</b>	<b>\$10,780,900</b>

## Alaska Judicial Council Activities: 2000

1/18/01

### House Finance Committee January 2001

#### 1. Judicial Selection <http://www.aic.state.ak.us/Selection/select.htm>

The Council is required to screen judicial applicants and nominate the most qualified to the Governor for appointment.

Anchorage Superior Court (Shortell) - Stephanie Joannides appointed 4/10/00

Ketchikan Superior Court (Jahnke) - Trevor Stephens appointed 7/31/00

Anchorage Superior Court (Hunt) - Mark Rindner appointed 10/20/00

Anchorage Superior Court (Souter) - Two nominees to Governor January 2001

Anchorage District Court (Joannides) - Council failed to find two qualified nominees as required by Alaska Constitution in Fall 2000. Vacancy process redone. Two nominees to Governor January 2001

Bethel District Court (new) - Council failed to find two qualified nominees. Will redo in 2001

#### 2. Judicial Evaluation/Retention <http://www.aic.state.ak.us/Retention/retent.htm>

The Council is required to evaluate the performance of judges, and to make evaluation information and recommendations available to voters. The Council collects more information on judicial performance, and makes more of it available to voters, than anywhere else in this country or the world. The goals of the process are to provide objective information and recommendations to voters, and to encourage accountability by closely scrutinizing judicial performance.

#### 3. Projects to Improve the Administration of Justice.

The Constitution requires the Judicial Council to "conduct studies for the improvement of the administration of justice, and make reports and recommendations to the supreme court and to the legislature." Year 2000 projects include:

##### A. Criminal Justice Assessment Commission (CJAC) <http://www.aic.state.ak.us/Reports/cjac/ame.htm>

The Alaska Criminal Justice Assessment Commission relied on the Judicial Council to staff its work from 1998 - 2000. The Judicial Council's Director also served on the Commission. After reviewing the different functions of the criminal justice system, the Commission spent about a year preparing recommendations for improvement. A main focus of the CJAC report is on the effects of alcohol and substance abuse on the justice system, and recommendations for ways to respond. The report also makes recommendations about increased attention to the needs of the mentally disabled in the justice system, suggestions for legislation and recommendations for policy changes by agencies. A primary recommendation of the report is for a follow-up organization to carry out the recommendations of the CJAC. The Judicial Council is staffing the interim organization that is working to develop legislation and programs recommended by the CJAC.

##### B. Judicial Applicant Guidelines <http://www.aic.state.ak.us/Selection/AppGuide.htm>

The Judicial Council cooperated with the Alaska Bar Association and the Alaska Commission on Judicial Conduct to prepare guidelines for judicial applicants. The guidelines focus on the allowable activities for attorneys who become candidates for judicial positions. Appropriate letters and expressions of support for the applicant, allowable political activities, and penalties for violations all are covered. The guidelines include applicable constitutional and statutory provisions, Bar Rules, Code of Judicial Conduct, various advisory opinions and other materials to help applicants understand the foundations of the process.

##### C. Appellate Case Management System <http://www.appellate.courts.state.ak.us/>

The Council has designed and implemented a computerized case management system for the appellate courts. In addition, appellate case data, forms, opinions, rules and oral argument schedules all are available on the Internet. Council staff have continued to assist the court system to maintain and upgrade this system. During the next year, Council staff plans to help court staff to take over these functions.

##### D. Community Corrections and Parole Board Case Management Systems

The Council also has programmed and continues to support computerized case management systems for the Anchorage and Fairbanks offices of Community Corrections, and for the Board of Parole. Staff currently is working to provide access to the Parole Board system in Anchorage.

#### **E. Criminal Justice Computer Systems Upgrades and Coordination <http://www.dps.state.ak.us/cjiab/>**

The Council has and continues to work in various capacities to upgrade and coordinate the criminal justice agencies' computer systems. Council staff participate on several coordinating committees including the Criminal Justice Information Advisory Board. Council staff have worked with the Departments of Public Safety and Corrections on their computer system upgrades.

#### **F. Drug Court Evaluations/Therapeutic Justice Programs**

The supreme court has asked the Judicial Council to evaluate two of the special programs established in 2000 as drug courts, and to be available to evaluate a third characterized as a mental health court when funds become available. All three courts, and others being considered, can be described as "therapeutic justice" programs. The term is used for programs in which judges play a major role in supervising offenders or others with substance abuse or mental health problems. Similar programs being considered in Anchorage or elsewhere include programs that would focus on families whose children have been adjudicated "children in need of aid," and on domestic violence offenders.

Existing courts to be evaluated include a felony drug court in Anchorage superior court that focuses on non-violent offenders with substance abuse problems, a misdemeanor drug court titled the Wellness Court in the Anchorage District Court that focuses on offenders with alcohol abuse problems who are willing to use Naltrexone as part of their treatment, and a mental health court in the Anchorage District Court that serves persons with mental disabilities who have committed misdemeanors. The Judicial Council has begun the process of developing a database and methods for evaluation that can be modified to meet the needs of the individual programs.

#### **G. Criminal Justice Process Study**

Following recommendations by both the Supreme Court's Advisory Committee on Fairness and Access and the Criminal Justice Assessment Commission for a thorough review of the criminal justice process the Judicial Council began in 1998 to consider methods of conducting the study. In November 2000, the Council decided to collect data during the spring and summer of 2001 on several thousand closed felonies filed throughout the state, using its existing resources. The Council has requested funding for the completion of the data collection and analysis from several sources, and plans to complete a report by summer of 2002.

This review will respond to the need perceived throughout the criminal justice system for up-to-date information about charging, bail, plea, sentencing and post-sentencing processes and outcomes. It will identify disparities, if they exist, in any phase of the process that can be traced to unwarranted distinctions based on ethnic and cultural minority status, gender or other inappropriate characteristics. It will provide information needed by the different branches of government for making policy and budget decisions. The review, finally, will provide information about substance abuse and mental health problems to help the legislature and agencies set policies for managing these issues.

#### **H. Civil Case Data <http://www.jc.state.ak.us/Reports/civcaseframe.htm>**

In 1997, the legislature passed tort reform legislation that required the Judicial Council to report on closed civil cases. The Council's preliminary report was published in February 2000. Council staff began collecting detailed data from court case files on over 1,000 closed civil matters. This data supplements the forms filed by attorneys in many cases on paper or Internet forms. The database will include most civil jury trials since 1995, which will allow the Council to update and expand the report prepared in 1996 on tort jury verdicts. Most of the data collected will come from cases closed as a result of settlements, default judgments or other dismissals. Data from the analysis will compare settlement amounts with jury verdicts, will analyze types and amounts of attorneys' fees in different types of cases, and will provide a wide variety of descriptive data about civil case processing that has not been available before. The Council plans to have a report completed in 2001.

#### **I. Internet Bar Surveys**

During 2000, the Council created a system for attorneys to complete the counsel questionnaires filed for each judicial applicant by selected attorneys over the Internet. The system has proven successful; about half of the attorneys filing counsel questionnaires now use the Internet. The Council plans to offer attorneys the choice of completing the Bar survey form - now mailed to all attorneys - using either the Internet or mail. If a substantial number of attorneys choose to use the Internet the Council will benefit by having more accurate data (because of fewer opportunities for errors in transcription), entered at a substantially lower cost. If the project proves successful with the selection surveys for attorneys, the Council may be ready to use it on a trial basis in the 2002 retention evaluation process.

## **J. Committee Participation**

Council staff serve as members of several justice system committees. These include the supreme court's Committee to Implement the Recommendations of the Fairness and Access Committee (senior staff associate), the Criminal Justice Information Advisory Board (executive director), the statewide Violence Against Women Act STOP Grant Planning Committee (senior staff associate), the supreme court's judge conference planning and education committees (senior staff associate and staff attorney), and the supreme court's child support guidelines committee (executive director). This work is in addition to the work on various committees that are associated with major Council projects including the Criminal Justice Council and the therapeutic justice evaluations.

Judicial Council staff have made major contributions to the work of these committees. For the Fairness and Access Committee, staff created a Table of Resources that shows, for each community in Alaska, information about its population, justice system resources and indicators of possible problems such as reports of harm to children, numbers of probationers and inmates from that community and whether it allows or bans alcohol. For the child support guidelines committee, staff have drafted and reviewed substantial parts of the materials prepared by the committee. Staff also created an Internet web site that includes a wide range of materials for citizens and attorneys, such as text of applicable statutes and court cases, a program for estimating support payments and links to other useful web sites. For the VAWA Planning Committee, staff have provided much of the background information needed to decide what approaches the committee should take to evaluating the effectiveness of VAWA.

## **K. Judicial Conference Planning and Education Committees**

Council staff work closely with these committees to plan the two judicial conferences scheduled each year and to plan other education for judges. In 2000, Council staff contributed substantially to a day-long program on child in need of aid and custody cases. Tribal court judges from around the state attended, and the keynote presenters and panelists included an Alaska Native speaker and other tribal court justices. The Council is investigating ways to make training sessions available for judges over the Internet or on CD-ROM.

## **L. Crime Victims Handbook and Criminal Justice Guides <http://www.ajc.state.ak.us/consumer.htm>**

The Council initially published these guides in 1995, and updated them in 1998. In 1998 and 1999, the Council translated both guides into Spanish. In 2000, staff began revising the Crime Victims' Handbook. After review and input by other agencies the Council will re-publish the handbook. Updating the Criminal Justice Guide will be scheduled during the next two years.

## **M. Master/Magistrate Bar and Peace Officer Surveys**

The Council has worked with the court system to implement attorney and peace officer surveys of Alaska's masters and judicial officers. These surveys are intended to lead to more effective evaluation and oversight of these judicial officers who do not appear on the ballot for retention elections. The Council made plans in 2000 to conduct another master/magistrate survey in 2001.

Bill Cotton  
Executive Director  
Alaska Judicial Council  
1029 W. Third Ave. Suite 201  
Anchorage, Ak. 99501  
907-279-2526  
fax: 907-276-5046  
bill@ajc.state.ak.us  
<http://www.ajc.state.ak.us>

1/18/01  
LAW

**ATTORNEY GENERAL**  
*Juneau*

**CIVIL DIVISION**  
Deputy Attorney General  
*Juneau*

**Transportation**  
*Anchorage, Fairbanks, Juneau*  
- construction/operations of public facilities, including ferries, airports, highways, harbors, buildings, and communications facilities

**Human Services**  
*Anchorage, Bethel, Fairbanks, Juneau*  
- child abuse and neglect  
- juvenile delinquency prosecutions  
- public assistance programs  
- social and health services legal issues  
- education issues; labor issues

**Environmental Law**  
*Anchorage, Fairbanks, Juneau*  
- environmental enforcement/defense including contaminated sites cleanup and restoration  
- water and air quality  
- Exxon Valdez cost recovery; Trustee Council

**Oil, Gas and Mining**  
*Anchorage, Juneau*  
- oil and gas tax and royalty claims  
- oil and gas lease sale challenges  
- pipeline tariff cases  
- gas commercialization issues  
- resource development (NorthStar, Alpine)

**Commercial**  
*Anchorage, Juneau*  
- banking, securities, investments, gaming, corporations, and insurance  
- student loan program  
- collection/enforcement of state taxes  
- public housing; alcoholic beverage control

**Special Litigation**  
*Anchorage, Fairbanks, Juneau*  
- tort claims and admiralty/personal injury cases against state  
- workers' compensation cases where state is employer

**Collections and Support**  
*Anchorage, Fairbanks, Juneau*  
- collection of debts, fines and judgments owed the state  
- child support enforcement litigation

**Governmental Affairs**  
*Anchorage, Juneau*  
- public finance/budget legal issues  
- employment/labor law; employee benefits  
- elections; campaign finance  
- procurement; Medicaid rate  
- state/local government relations

**Legislation/Regulations**  
*Juneau*  
- preparation of governor's legislation  
- review and analysis of all legislation before the governor takes action  
- review of all regulations

**Fair Business Practices**  
*Anchorage*  
- public utility/oil and gas pipeline regulation  
- occupational licensing  
- postsecondary education

**Natural Resources**  
*Anchorage, Fairbanks, Juneau*  
- land management issues  
- fish and game management and enforcement  
- mental health lands issues  
- Commercial Fisheries Entry Commission  
- coastal zone management

**Consumer Protection**  
*Anchorage*  
- consumer protection  
- antitrust law enforcement

**Statehood Defense**  
*Anchorage, Juneau*  
- submerged lands and navigability  
- Native sovereignty  
- RS2477 and access cases  
- ANILCA challenges  
- salmon treaty; ESA

**ATTORNEY GENERAL**  
*Juneau*

**CRIMINAL DIVISION**  
**Deputy Attorney General**  
*Anchorage*

**Criminal Justice Litigation  
and Legal Services**  
*Juneau*

- Corrections legal services
- Public Safety legal services
- criminal justice legislation
- DMV appeals
- Violence Against Women Act  
paralegal coordinator  
volunteer coordinator

**Special Prosecutions  
and Appeals**  
*Anchorage*

- appeals
- white collar crime
- environmental crimes
- special fish and game violations
- Medicaid provider fraud
- welfare fraud
- child support prosecutions

**First Judicial District**

Juneau DA  
Sitka DA  
Ketchikan DA

**Second Judicial District**

Barrow DA  
*Supervised by Fairbanks*  
Nome DA  
Kotzebue DA

**Third Judicial District**

Anchorage DA  
- Narcotics Unit  
Dillingham DA  
Kenai DA  
Kodiak DA  
Palmer DA

**Fourth Judicial District**

Fairbanks DA  
Bethel DA

## Department of Law Performance Measures

### OFFICE OF THE ATTORNEY GENERAL

Measure: The success of the Office of the Attorney General in achieving its missions will be measured by considering (1) the cost of legal services to each state agency; and (2) whether the divisions and offices in the department meet the performance measures described hereafter.

Benchmark: The following are the costs, rounded to the nearest hundred dollars, to each state agency for legal services rendered by the Civil Division on behalf of those agencies during FY 2000. These amounts include the cost of contract legal counsel and other costs external to the Department of Law as well as Law's internal costs:

Office of the Governor	\$248,000
Department of Administration	\$2,027,600
Department of Revenue (Including AHFC, and the Permanent Fund Corporation)	\$2,908,600
Department of Education (including Postsecondary Education)	\$492,700
Department of Health and Social Services	\$1,390,500
Department of Labor and Workforce Development	\$288,900
Department of Community and Economic Development (Including AIDEA)	\$1,114,300
Department of Military and Veterans Affairs	\$184,200
Department of Natural Resources	\$141,700
Department of Fish and Game	\$160,200
Department of Public Safety	\$70,200
Department of Environmental Conservation	\$1,207,900
Department of Transportation	\$3,238,900
Legislative Branch	\$0
Court System	\$10,900

### DIVISION OF ADMINISTRATIVE SERVICES

Measure: Administrative Services: (1) the cost of the division compared to personnel costs for the department; (2) the number of late penalties incurred for payroll or vendor payments; (3) the number of audit exceptions.

**Benchmark:**

FY 2000 Total actual cost of the Administrative Services Division \$1,096,300

FY 2000 Total Personal Services Costs for the Department of Law \$30,684,000

Ratio: 3.6%

No late penalties were incurred for payroll or vendor payments. The FY 1999 statewide single audit does not contain any audit exceptions for the Department of Law.

**Background:**

The Administrative Services Division of the Department of Law is highly centralized encompassing those positions associated with fiscal functions, personnel and payroll, acquisition of equipment and supplies and procurement of contractual services, mailroom services, budgeting, computer network and desktop support, and administrative management. Each individual Civil and Criminal Division office employs one to two positions, depending on the size of the office, in part to assist with administrative functions such as small procurements of office supplies, disbursements of field warrants, and completing some personnel and travel forms. Those positions are not part of the Administrative Services Division.

## CIVIL DIVISION

### *Oil & Gas & Mining*

Measure: The monetary value of disputed oil and gas taxes and royalties received by the state through court judgment or settlement.

#### Benchmark:

#### FY 1999 Receipts - \$63,532,574:

Tax Settlements - \$62,032,574

Royalty Settlements - \$1,500,000 (collectable in 24 installments through 3/01)

#### FY 2000 Receipts - \$447,579,583:

Tax Settlements - \$433,079,583

Royalty Settlements - \$14,500,000

#### Background and Strategies:

These amounts will vary from year to year depending on a number of factors including the length of audit cycles, which sometimes cover more than one year, and the number and value of disputed payments.

### *Collections and Support*

Measure: The monetary value of the criminal and civil judgments collected, including indigent defense costs, costs of incarceration for offenders convicted of driving while intoxicated, and other fines and costs owed to the state.

#### Benchmark and Current Status:

	Amount Collected	Judgments Satisfied
FY 1997	\$2,278,500	Not Available
FY 1998	\$2,469,900	8,569
FY 1999	\$3,111,000	10,125
FY 2000	\$2,769,600	8,569

In the FY 2001 Governor's budget, it was anticipated that FY 2000 collections would remain at the FY 1999 level. However, the FY 1999 collections were unusually high because the IRS did not attach PFD's that year as they have in all other years, including FY 2000. Staffing vacancy was a secondary cause, creating a backlog of uncollected matters. A catch up of the backlog will be experienced in FY 2001 as evidenced by the more than \$2.5 million already collected year-to-date. Thus, FY 2001 is likely to show high collections while FY 2002 may once again drop closer to the levels of fiscal years FY 1997, 1998, and 2000. The unit oversees 76,000 unpaid judgments at this time.

#### Background and Strategies:

The function of the collections unit is to collect money owed to the state in criminal, civil, and some administrative cases. The criminal cases include the cost of imprisonment in driving while intoxicated or refusal cases, cost of appointed counsel in cases where a public defender or public advocate appointment is made to represent a defendant, and outstanding fines and bond forfeitures. While the courts can collect on fines and bond forfeitures (these cases are only transferred to the collections unit if they are overdue to the court) the cost of appointed counsel cases are automatically transferred to the unit. Civil case collections must have a judgment in excess of \$250 entered with the court and the money collected must be free for deposit into the general fund.

There are a number of factors that affect the amount collected. The most important factor is the amount and number of judgments transferred by the courts. If a judgment is not transferred, it is unlikely the unit will receive voluntary payments and cannot seize money from a permanent fund dividend. The second factor is the number and dollar value of voluntary payments made by defendants. The only recourse the department has for nonpayment is the potential to seize the obligor's permanent fund dividend. Additional factors include the actual amount of the permanent fund dividend, the number of defendants applying for dividends; the number of defendants determined to be eligible for dividends; and other agencies or cases with statutory priority to seize dividends before our seizures are possible.

*Timekeeping and Support*

Measure: Civil Division - the number of new case files opened, categorized by type of case, for each year for the past five years.

**Benchmark:**

File Type	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
Oral Advice/Aid to agency	1842	1548	1122	948	899
General Litigation	1559	1610	1770	1523	1360
Executions	98	63	68	40	41
Torts	130	134	132	127	135
Child Support Proceedings	1650	1848	918	998	1184
Children's Proceedings	1007	1062	1405	1434	1350
Legislative Drafting	79	111	61	74	86
Legislative Review	166	120	148	103	144
Regulations Review	134	139	168	145	171
<b>TOTALS</b>	<b>6665</b>	<b>6636</b>	<b>5792</b>	<b>5392</b>	<b>5370</b>

*Human Services*

Measure: The number of new cases opened relating to protecting children in the state against abuse and neglect and the caseload per attorney.

**Benchmark/Current Status:**

In FY 2000, 695 child protection cases representing more than 1,100 Alaskan children were opened statewide.

Measure: (1) the percentage of child abuse and neglect cases completed in the permanency placement backlog; and (2) the percentage of other child abuse and neglect cases that are resolved within the statutory deadline of no more than 21 months of out-of-home placement.

(1) 662 children were identified for the Balloon Project as having been in out-of-home care 15 of the prior 22 months as of November 19, 1997. As of 10/15/00, 535 of these children were in permanent placements, and another 84 were legally free for adoption, completing the Department of Law's role in their placement. These children represent 94% of the original cases. New phases (Phases II and Phase III) involving additional children in out-of-home care were added on 2/15/00. We will provide statistics on those cases in subsequent updates of performance measures. (2) New statutory deadlines for legal action in child abuse and neglect cases became effective on September 14, 1998; thus the department looked at 164 children's cases opened in October and November of that year as the benchmark. Of 164, 91% had the required legal action taken in their cases within 21

months, and in 2 %, the required legal action took between 21 and 23 months to complete. Seven percent are still pending.

The success in meeting statutory deadlines is largely driven by Law's attorney workload. According to the American Bar Association, Center for Children and the Law, a reasonable caseload for child protection attorneys is between 40 and 50 active cases. Caseload statistical data has been developed over the course of the last three years. The following average statewide child protection caseloads of Law's Human Services section are "snapshots in time" and reflect that the success of our efforts in permanency placement for Alaskan children is largely driven by additional staff added resulting in much more reasonable caseloads per attorney. At last count, average statewide levels are approaching those suggested by the American Bar Association:

October 1, 1997	95.2
September 25, 2000	57.6

#### Background and Strategies:

With the passage of Ch. 99, SLA 98, the new state child protection law and the new federal Adoption and Safe Families Act, important changes were made as to how long children may remain in the child protection legal system, and when certain actions must occur. These new statutory changes at the state and federal level more concretely define parental responsibility and the changes move cases to conclusion faster to ensure that when reunification with the family is not in the child's best interest, the child can be made legally eligible for placement in a permanent home more quickly. The large number of cases placed on the accelerated schedules when the legislation became effective severely impacted attorney workloads.

The legislation defines the timelines for permanency hearings and termination of parental rights. As previously discussed, to achieve those timelines, and to eliminate the permanency placement backlog and provide the assistance outlined above, the per attorney caseload must be manageable. As a result, Law's FY 2002 budget for the Civil Division's Human Services section includes a request for interagency receipts from H&SS in the amount of \$297,800 to maintain current staff levels after the Balloon Project funding ends.

### CRIMINAL DIVISION

**Measure: Establish a baseline for the number of (1) violent felony prosecutions; (2) felony drug case prosecutions; and (3) misdemeanor domestic violence assault prosecutions.**

#### Benchmark:

**FY 2000**

**Violent Felonies Prosecuted – 1,115**

**Felc y Drug Prosecutions – 667**

**Misdemeanor domestic violence prosecutions – 2,007**

**Note: The Criminal Division case tracking system tracks people, rather than cases.**

#### Background and Strategies:

The workload for the Criminal Division is driven by factors largely beyond its control, such as the staffing levels and policies of local police agencies, staffing levels of defense attorneys, whether municipalities control alcohol, and the policies and practices of local courts and local defense attorneys. As such, the division is able to exercise very little control over attorney caseload ratios and no control whatsoever over the volume of work coming in at any given time. Thus available

quantitative information often does not show the effectiveness and competency of the work. For example, it is very difficult to draw meaningful conclusions based on conviction rates. More convictions don't necessarily mean that attorneys are doing a better job. Instead it may mean any or a combination of the following: (1) crime is up, (2) the police are conducting better investigations, (3) new laws are more effective, (4) the division is understaffed and therefore plea-bargaining more, (5) the public defender agency is understaffed and they are pleading out more of their clients.

For this reason, knowing the number of cases handled is the best measure of the division's performance.

Because Alaska is one of a very few states that handles all types of criminal offenses at the state level, useful comparative data of attorney caseload is impossible to attain. Even within Alaska, there are remarkable differences between caseloads in the urban centers and rural communities. Caseloads in rural Alaska per attorney tend to be much higher because defendants are more likely to plead out, or the district attorney is more likely to come to an agreement with the public defender.

#### *Office of Special Prosecution and Appeals*

Measure: Criminal Division (1) the number of new criminal cases reviewed for prosecution; (2) the number of criminal cases resolved; (3) the number of new appeals and petitions opened; (4) the number of appeals and petitions resolved; (5) the average cost per criminal case reviewed; and, (6) the average cost per appeal or petition opened.

**Benchmark:**

- (1) New criminal cases reviewed – 357
- (2) Criminal Cases resolved (as of 10/5/2000) – 231
- (3) New appeals and petitions opened – 335
- (4) Appeals and petitions resolved – 149
- (5) Avg. cost per criminal case reviewed - \$3,200
- (6) Avg. cost per appeal/petition opened - \$3,185

1/18/01

**Alaska Postsecondary Education Commission Budget Request Unit**

POST  
Secondary

The mission of the Alaska Postsecondary Education Commission Budget Request Unit is to provide postsecondary educational financial assistance to Alaskans; and to authorize the operation of postsecondary institutions in the state.

**Key Performance Measures**

**Measure: the completion and placement rate of students attending Alaska institutions that offer job-specific training programs;**

**Current Status:**

ACPE will rely on participating postsecondary institutions to provide the data on which this measurement is based. Institutions are in the process of developing their information-gathering and reporting mechanisms.

**Benchmark:**

Not yet established.

**Background and Strategies:**

By regulation the Commission now requires institutions under its purview to collect and report completion rates. Once this information is readily available to consumers, it will increase their ability to select a school with high completion or "success" rates.

**Measure: the percentage of loans issued by the commission that are in default; and**

**Current Status:**

The 1998 program default rate is 11.0%.

**Benchmark:**

The 1997 program default rate was 13.7%.

**Background and Strategies:**

Continue to expand collections tools and improve revenues:

- Implement credit reporting on entire portfolio
- Increase use of and accountability for private sector collection contractors
- Expand license denial
- Implement wage garnishment

**Measure: the defaulted loan recovery rate.**

**Current Status:**

The 2000 annual recovery on defaulted loans is 8.79%.

**Benchmark:**

The 1999 annual recovery on defaulted loans was 9.03%. The note for 1999 was previously reported as 10.15%. This rate was computed prior to considering loan balance adjustments required as a result of returning certain loans returned to in-house servicing from a third party vendor.

**Background and Strategies:**

Strategic efforts related to this measurement are noted under the default rate measurement discussed above.

## WWAMI Medical Education Component

The mission of the WWAMI Medical Education Component is to improve the general health of state residents.

### Key Performance Measures

**Measure:** the number of Alaska communities with access to medical services associated with WWAMI/UW;

**Current Status:**

In addition to the communities already served by WWAMI, eight communities in Alaska will receive either a new or an enhanced service in calendar year 2000 (Seward, Bethel, Fairbanks, Anchorage, Juneau, Wasilla, Kodiak, Soldotna).

**Benchmark:**

No benchmarks provided at this time.

**Background and Strategies:**

Here is a list of some of the services and programs provided to communities through WWAMI/University of Washington:

1. MEDCON

Within the state of Alaska, virtually every community has increased access or enhanced medical services associated with WWAMI/University of Washington through the MEDCON consulting service. In 1999, over 4,000 calls were made or roughly 11 calls a day. This service allows physicians from Ketchikan to Barrow to consult with a specialist and get recommendations on patient care.

MEDCON calls in calendar year 2000 have increased by 20% over the years 1991-1999. Historically, 47 Alaska communities have accessed MEDCON. Though there is a higher volume this year, it is expected that the same number of communities will access MEDCON.

2. Alaska Family Practice Residency

The Alaska Family Practice Residency graduated its first class of residents. The city of Seward has been recruiting for 9 years for full-time physicians. Two Family Practice Residency graduates are now practicing and living in Seward.

One graduate is practicing in Juneau, one in Fairbanks, and one in Anchorage.

The Alaska Family Practice Residency also started an Emergency Medicine Resident elective rotation in Soldotna.

This year residents will be doing rotations in Bethel (8), Fairbanks (2), Kodiak (2), Wasilla (3), and Soldotna (2).

The Residency patient care has increased about 10% over last year. In FY2001, the faculty physicians and residents conducted about 21,000 patient visits. Seventy-five percent of the patient population is medically underserved.

3. WRITE program (WWAMI Rural Integrated Training Experience)

The WRITE program opened a new 6-month clinical training site in Wasilla.

4. Clerkships

Clerkships in Advanced Internal Medicine and Plastic and Reconstructive Surgery will start this year in Fairbanks.

Over 10 physicians in Fairbanks will receive clinical faculty appointments from the University of Washington School of Medicine.

5. Pediatric Sub-specialty clinics

Each year, Alaskan children needing care from sub-specialist pediatricians are seen in Anchorage by University of Washington School of Medicine faculty that travel to Anchorage. For calendar year 2000, there will be an estimated increase of 40% in the number of patient visits. This year there will be approximately 587 patient visits. Last year, 286 patient visits were performed.

**Measure:** the percentage of WWAMI participants who return to the state to practice medicine;

**Current Status:**

In calendar year 2000, there was 38% increase in the number of WWAMI participants who returned to Alaska to practice medicine. Nine of the ten student who entered the 1992 WWAMI class finished their training by year 2000 and seven of those have returned to Alaska to practice, for a return rate of 70% for that class.

**Benchmark:**

The average return rate for Alaska is 51.6% (much higher than the national average of 40%).

**Measure:** the number of patient visits provided to Alaskans through programs and physicians associated with the University of Washington School of Medicine WWAMI program;

**Current Status:**

In calendar year 2000, 57% of the returning students chose to practice medicine on a medically underserved area of Alaska. In actual numbers, seven students returned and 4 of those are practicing in an underserved area. This reflects no change from previous years.

**Measure:** the number of health-related programs developed in the state that are associated with WWAMI/UW; and

**Current Status:**

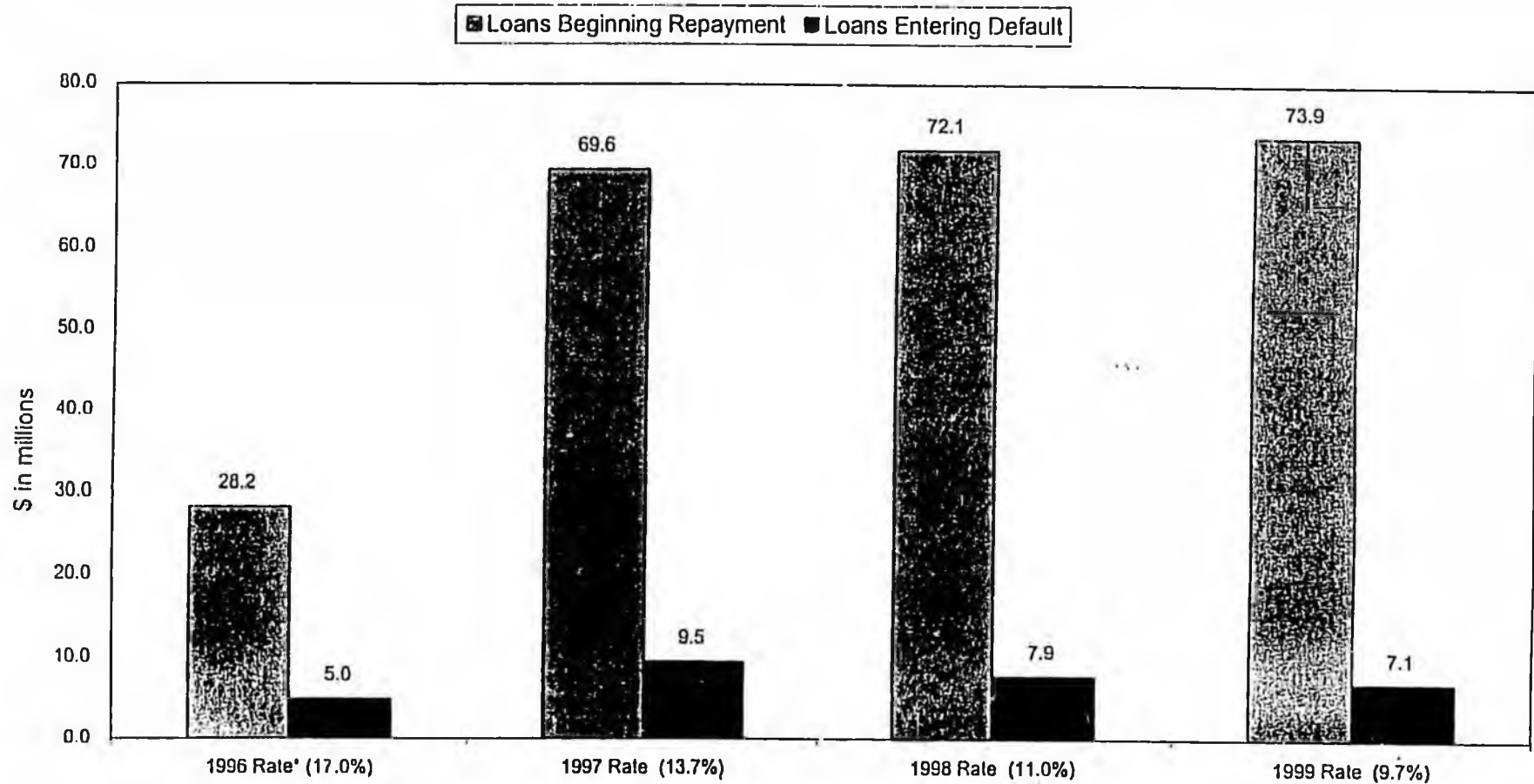
During calendar year 2000, there was a 29% increase in health related programs developed in Alaska by WWAMI/UW.

**Measure:** the number of research projects in or about the state associated with the University of Washington School of Medicine WWAMI program.

**Current Status:**

This year WWAMI faculty will receive approximately 40% increase in the research funding for the year 2000. The average amount of research funding per year is \$500,000. This year the amount increased to approximately \$700,000.

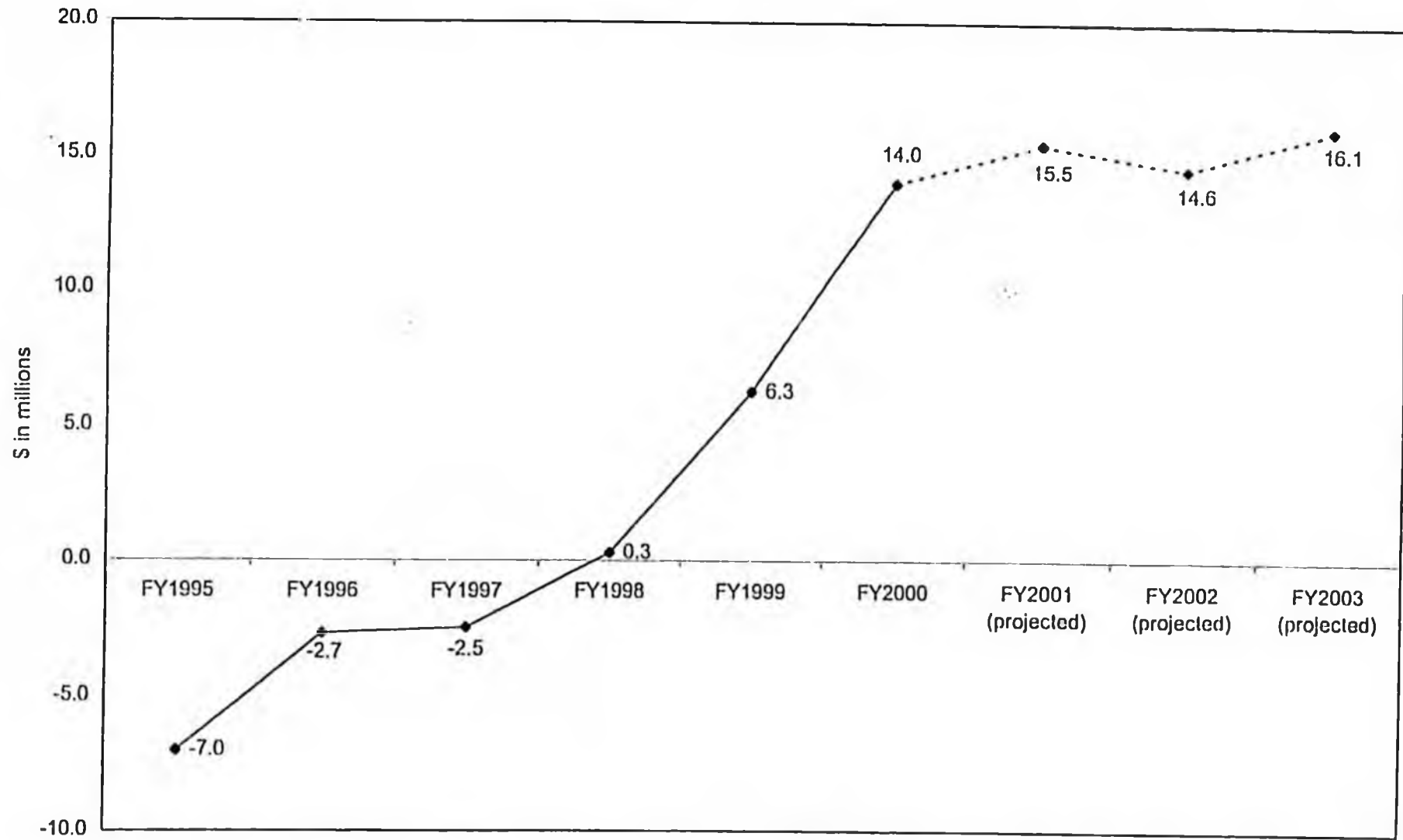
## Alaska Student Loan Program Cohort Default Rates



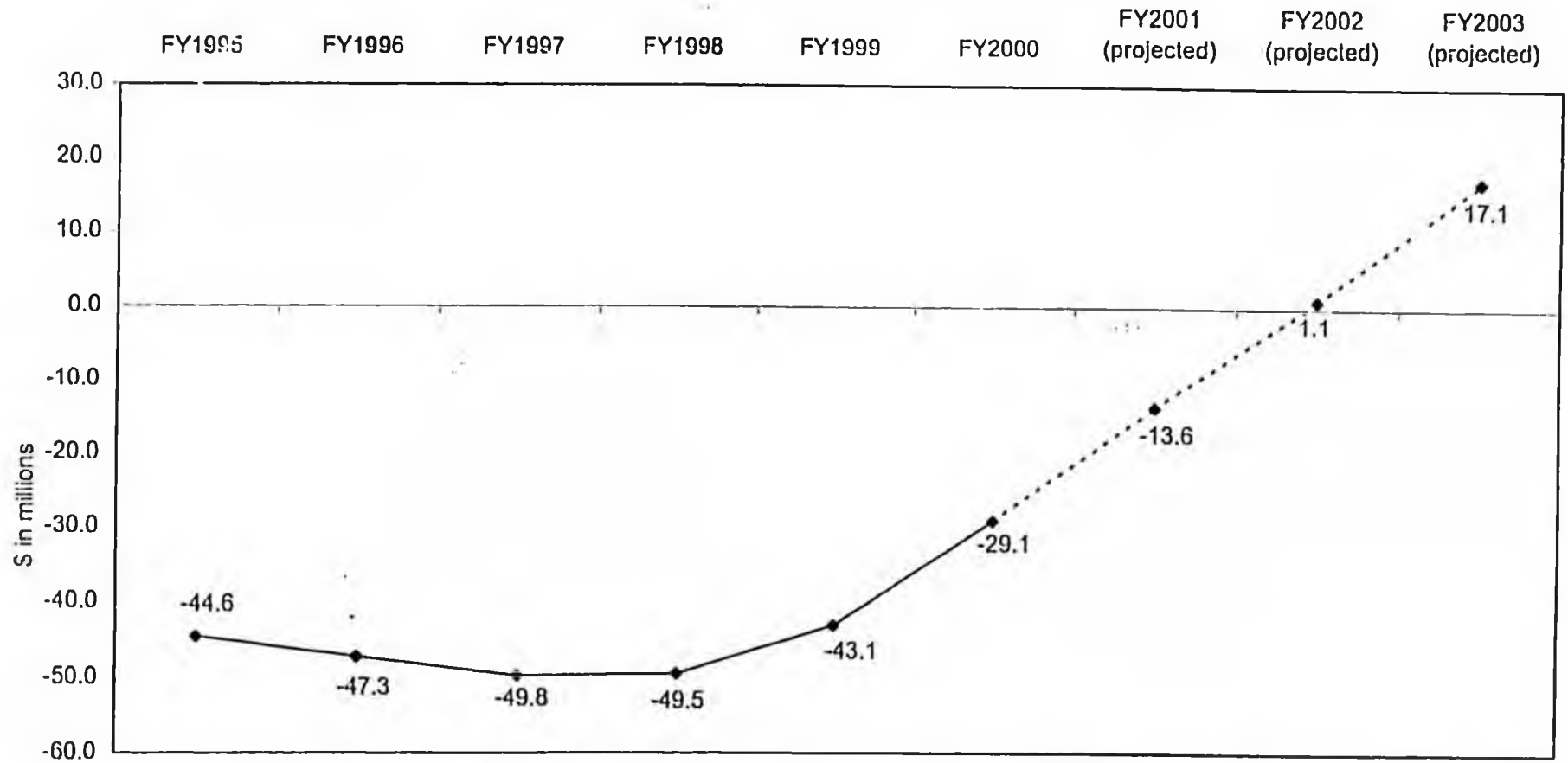
Rates are calculated for specific groups of loans entering repayment in a given period. The default rate represents the loan value and percent in default at the end of the first year of repayment.

\*Cohort rate calculation began in July 1996. Initial cohort represents only loans entering repayment during a six month period.

### Alaska Student Loan Corporation Income/Loss Trend



## Alaska Student Loan Corporation Accumulated Deficit of Fund Equity\*



Fund Equity Balance:	FY1995	FY1996	FY1997	FY1998	FY1999	FY2000	FY2001 (projected)	FY2002 (projected)	FY2003 (projected)
	\$262.1	\$259.4	\$256.9	\$257.2	\$263.6	\$275.4	\$286.9	\$296.2	\$307.2

\*In 1987, the Legislature transferred assets valued at \$360 million in the form of student loans to the Corporation in order to establish the student loan fund.

## **Review of Department Accomplishments: Alaska Commission on Judicial Conduct**

### Mission

Alaska's Commission on Judicial Conduct was created by amendment to the state constitution in 1968. The Commission is composed of three state court judges, three attorneys who have practiced law in the state for at least ten years, and three members of the public. This group of nine individuals from differing backgrounds and geographical areas addresses problems of judicial conduct and disability. Any person may file a complaint alleging judicial misconduct.

### Unique Role of the Commission

Judicial ethics commissions, like the Alaska Commission on Judicial Conduct, were created in the late sixties and early seventies to address the unique issues of judicial ethics and discipline. These commissions provided vehicles for public participation in judicial discipline through membership on the commission and today every state and the District of Columbia has a judicial ethics commission. By providing an independent agency from the court system, the Commission has some freedom to objectively receive and investigate ethics complaints against the judiciary. There is no other agency that fills this function in our state.

### Effectiveness of the Commission

In 1999, the Commission processed more complaints and took informal action in more of those complaints than in prior years. However, the caseload and resulting actions fluctuate over any given time period and the Commission's actions depend on the nature of the complaints filed with us. In 2000, the number dropped to a more typical number and we held a formal hearing in a formally charged matter. Attached is a chart that reflects the past seven years of Commission activity.

We also undertake educational activities that, hopefully, prevent to some extent future ethical lapses by judges. The Commission issues advisory opinions to judges, publishes a quarterly newsletter, and participates in statewide judicial conferences. In addition, staff makes an effort to speak to local community groups to inform the public of our function and purpose. This past fall, the Commission issued new "Judicial Applicant Guidelines", co-published with the Judicial Council and the Alaska Bar Association to provide ethical guidelines to applicants for judgeships and their supporters.

### Staff

Our Commission has a full-time staff of two: an executive director and an administrative assistant. As needed, the Commission hires special counsel when a complaint proceeds to a point that it creates an adversarial relationship between the Commission and the judge.

1/19/01

**Comparison of Actions Taken by  
Alaska Commission on Judicial Conduct**

Action taken	1994	1995	1996	1997	1998	1999	2000
Complaints investigated	33	20	15	15	21	32	19
Judges asked to respond in writing	1	0	0	2	0	0	0
Judges summoned before Commission	0	0	0	2	0	1	2
Dismissed before formal hearing	0	0	0	1	0	0	0
Dismissed as unsubstantiated	0	0	0	0	2	1	0
Dismissed for lack of jurisdiction	18	28	16	25	28	41	34
Dismissed for insufficient evidence after investigation	30	20	14	13	17	25	16
Private sanctions and cautionary letters	2	5	1	1	2	6	3

## **Department of Revenue**

### **Missions and Measures / Accomplishments / Priorities**

#### **What is our mission?**

The mission of the Department of Revenue is to collect and invest funds for public purposes. *(This mission was adopted by the Legislature in Senate Bill 281 last session.)*

#### **Who are our customers?**

- The children and parents served by the almost 48,000 cases at the Child Support Enforcement Division. The caseload covers more than 60,000 children.
- The more than 600,000 Alaskans who apply for a Permanent Fund Dividend.
- The 160 municipalities that receive shared taxes and fees, such as the fishery landing tax and the electrical and telephone co-op taxes.
- The thousands of business taxpayers that deserve fair and reasonable treatment.
- The more than 1,100 owners who recovered \$1.13 million of unclaimed property in FY 2000.
- All 600,000 residents of Alaska who benefit from the timely collection of state revenues and prudent and profitable investment of state assets, including thousands of retired public employees who depend on Revenue for responsible management of their retirement funds.

#### **How have we performed and what have we accomplished?**

*(The Alaska Housing Finance Corp. and Alaska Permanent Fund Corp. are excluded here because they were scheduled for their own presentation to the committee.)*

#### **Commissioner's Office**

**Mission:** To provide support and policy direction to the divisions in the department.

**Measures:** The percentage of divisions that meet assigned performance measures.

It is too soon to quantify all of the divisions' performances against the measures established this past legislative session. We will be able to accurately quantify division-by-division performance against assigned measures after our first full fiscal year under this new program.

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**The average time taken to respond to complaints and questions that have been elevated to the Commissioner's Office.**

Dividend questions and complaints are answered within a week after they arrive in the Commissioner's Office. Child support inquiries are answered within two weeks of receipt. All other inquiries are answered within two weeks. *To ensure that all questions and complaints are answered in a timely manner, we have assigned certain categories of inquiries to specific staff members and will establish a tracking system within the Commissioner's Office and will monitor the receipt and response date on all such correspondence.*

**The average time taken to issue decisions in child support and Permanent Fund Dividend appeals.**

Most formal hearing decisions are issued within 30 days after the record closes. *The hearing section staff will continue to track appeals on a monthly basis, providing case status reports to the Commissioner's Office to ensure that cases are handled in a timely manner.*

**Number of decisions sustained as compared to all decisions appealed to the Commissioner's Office.**

The hearing officers overturn or amend less than 10 percent of the dividend and child support decisions appealed to formal hearing in the Commissioner's Office.

**Accomplishments:** Reducing the number of child support cases waiting for a formal hearing to an average of 70 during the year, and reducing the number of dividend appeals waiting for a formal hearing to an average of less than 170.

**Priorities:** The Commissioner's Office is heavily involved this year in analyzing the state's fiscal regime for an anticipated Alaska North Slope natural gas project, to ensure that Alaskans receive a fair share of the value of the publicly owned resource.

**Administrative Services Division**

**Mission:** To provide support services for departmental programs.

The division is comprised of the fiscal/procurement section, personnel/payroll and information technology.

**Measures:** The percentage of employee grievances that are overturned by a hearing officer from the Department of Administration or an arbitrator.

There have been none so far this fiscal year. A log will be maintained to track the number of grievances overturned each year. *The division's human resources manager will continue to provide training to management personnel throughout the department to help guard against conduct that could lead to employee grievances.*

**Percentage of employee complaints and grievances filed at the departmental level that are resolved at that level.**

Only one grievance has been filed this fiscal year; it has not been resolved yet.

**The cost of administrative services as compared to the total personnel costs for the department.**

The Administrative Services budget is 2.28% of total personnel costs for the Department of Revenue. *The division continues to look for cost efficiencies through consolidation of effort within the department.*

**The number of late penalties assessed for payroll or vendor payments.**

There have been no penalties assessed for late payments this fiscal year.

**The number of audit exceptions resolved for the department.**

A log will be maintained to track the number of audit exceptions.

**Tax Division** *(combined Oil and Gas and Income and Excise Tax Audit divisions)*

**Mission:** To collect taxes.

The division also oversees charitable gaming laws.

**Measures:** The division budget as compared to the total amount collected by the division.

The division's FY2000 budget is \$6.7 million. It collected \$1.555 billion, for a cost-of-collection ratio of 0.4%. *This compares well with the nationwide benchmark of 1% for the cost of collections.*

**The percentage of taxes collected as compared to the percentage of taxes due.**

The division collected 94.9% of all of the taxes assessed in Fiscal 2000 (\$1.555 billion of \$1.638 billion). *The division will survey other states to determine if a national benchmark is appropriate for percentage of taxes collected. The division also is working with taxpayers to make the state's tax rules more understandable in an effort to increase collections.*

**The time expended compared to the time budgeted and the average time taken to complete audits.**

Actual hours expended totaled 19,092 vs. 25,197 hours budgeted for the work.

**The amount of assessments disallowed on appeal as compared to the amount of assessments claimed.**

Just 2% of the tax and penalty assessment were overturned on cases that went before the state Office of Tax Appeals or a court.

**Accomplishments:** The Oil and Gas and Income and Excise Tax divisions successfully merged into a combined Tax Division effective April 1, 2000. The merger resulted in a small cost saving but greatly improved work flow, and allowed better allocation of professional staff as needed during the year.

The Tax Division, in conjunction with the Department of Law, successfully negotiated oil and gas tax and royalty settlements in Fiscal 2000 totaling more than \$440 million that were deposited into the Constitutional Budget Reserve Fund.

The Tax Division embarked on a major revision to its twice-yearly state revenue forecasts, designed to provide expanded information on the state's investment earnings and sources of income other than oil and gas revenues. The revised forecast books also provide a more detailed explanation of the state's fiscal situation, including the Constitutional Budget Reserve and investment strategies and risks.

**Priorities:** Defend the state's interests in a major challenge to the property tax assessment of the oil and gas production facilities at the Prudhoe Bay field, currently valued by the state at \$5.6 billion.

#### **Permanent Fund Dividend Division**

**Mission:** To administer the permanent fund dividend program.

**Measures:** **The percentage of dividend payments sent out on time to eligible applicants.**  
For the 2000 dividend, 97.1% of the estimated payable dividends were issued as scheduled in October; just 2.9% of the applications were still in review or awaiting more information. *The division in 2001 will institute new procedures for screening applications, in an effort to reduce the number of applications delayed for review.*

#### **The average time taken to process dividend applications.**

It took the division, on average, about three to four weeks to process a dividend application and enter the data into the system in 2000. *Early applications are entered within a matter of days after the filing period opens in January. Then, as the inventory of applications grows during the filing period, the time between receipt of the application and data entry also grows, until the filing period closes and the division is able to complete its processing work. Promoting use of the division's new on-line application system will reduce the workload on the data entry staff — saving money and allowing for faster processing of applications submitted by paper.*

**The average time taken to resolve informal appeals.**

The statutory time frame to complete an appeal is one year. In Fiscal 2000, about 25% of the division's informal appeal inventory exceeded six months old, well below the statutory deadline. *By decreasing the number of cases that go to informal appeal — through better screening of the applications — the division will be able to reduce the waiting time for resolution of informal appeals.*

**The average number of applications in review at the time of the dividend calculation.**

The total was 13,331 when the 2000 dividend was calculated in October. *This equals about 2% of the more than 610,000 applications filed for the 2000 dividend. The division's goal is to reduce that number below 10,000 for 2001, with further reductions in subsequent years by improved screening procedures.*

**Accomplishments:** The division's promotional efforts have helped increase the use of direct deposit by dividend applicants. From 59% in 1998 to 63% in 1999, the number increased to 67% in 2000. Increased use of direct deposit helps reduce the division's operating costs, while at the same time moving the money to Alaskans faster.

The division offered its on-line application process for the first time in March 2000, and already this year has collected more than 16,000 on-line applications in just the first three weeks of the 2001 application period.

**Priorities:** In addition to increasing the public's acceptance of the new on-line application process and direct deposit, the division intends this year to institute for the first time ever in the history of the program a random audit of dividend applications. The intent is to safeguard the program by spotchecking applications to verify the accuracy of eligibility data.

**Treasury Division**

**Mission:** **Manage the state's funds.**

The division invests and manages state funds, including public employee retirement funds, and locates and returns unclaimed property to rightful owners.

**Measures:** **Investment returns against performance benchmarks.**

	FY 2000 Actual	FY 2000 Benchmark
General Fund		
and other non-segregated investments	5.29 %	4.82 %
CRRF	5.02 %	4.43 %
Alaska Children's Trust	6.41 %	6.93 %
Public School Trust Fund	6.43 %	6.93 %
International Airports Revenue Fund	5.17 %	4.75 %

### **Administrative costs per dollar of investment.**

The division is in the process of determining if comparable statistics are available from similar entities nationwide. Meanwhile, we are compiling the data for Fiscal 2000 and Fiscal 2001 to begin a year-to-year trend analysis.

**Accomplishments:** The Treasury Division met or exceeded their benchmark rates of return for its two largest state funds.

The division issued \$25 million in additional Anchorage International Airport construction bonds and a \$60 million certificate of participation with the Municipality of Anchorage for the new Anchorage jail.

**Priorities:** The department transferred the Unclaimed Property Section from the Tax Division to the Treasury Division on Jan. 1, 2001. The Treasury Division intends to expand the efforts to locate the owners of unclaimed property, while also stepping up its audit work to ensure that financial institutions and other business turn over unclaimed property to the state. The Unclaimed Property Section generally recovers about \$2.25 million to \$2.5 million in property each year, returning on average about \$750,000 to the owners and depositing \$1.5 million in the state General Fund. Increased use of the Internet will help the Unclaimed Property Section return more assets to the owners.

The division has made changes in its investment policies for the Alaska Children's Trust and the Public School Trust Fund to ensure that both funds reach their benchmarks in Fiscal 2001.

### **Alaska Municipal Bond Bank Authority**

**Mission:** To provide municipalities with financing options for capital projects.

**Measure:** The number of capital projects financed or refinanced with bonds as compared to the total number of projects for which funding was requested.

The Bond Bank Authority financed or refinanced four bond issues in Fiscal 2000, and has completed five projects in the first half of Fiscal 2001 (with two more under review). *The Bond Bank is evaluating the most reasonable method to determine the number of actual requests it receives, as many calls simply constitute information on the part of the municipalities. There were two applications received in FY 2000 that did not result in an issuance of Bond Bank bonds, however, both of these communities obtained alternate sources of capital. The Bond Bank will increase its contacts with municipal officials in 2001 in an effort to increase awareness and use of the Bond Bank, which often can assist a municipality in reducing its cost of borrowing funds for capital projects.*

**The value of municipal bonds issued during the year.**

The value of issues in Fiscal 2000 was \$24.8 million (projects in Fairbanks, Cordova, Kaktovik, Sitka, Unalaska and communities on Prince of Wales Island). The value of projects already approved in Fiscal 2001 is \$44.2 million.

### Alaska State Pension Investment Board

**Mission:** To manage state pension funds.

**Measures:** The investment returns against performance benchmarks.

	5-Year Actual	5-Year Benchmark
Public Employees Retirement Fund	13.43%	13.23%
Teachers Retirement Fund	13.61%	13.23%

**Administrative cost per dollar of investment.**

The division is in the process of determining if comparable statistics are available from similar entities nationwide. Meanwhile, we are compiling the data for Fiscal 2000 and Fiscal 2001 to begin a year-to-year trend analysis.

### Child Support Enforcement Division

**Mission:** To ensure that children receive the child support due them.

The division collects and distributes child support payments; establishes paternity; establishes and modifies child support orders.

**Measures:** The total operating budget of the division as compare to the total amount of collections.

The division's Fiscal 2000 operating budget totaled \$16.67 million. It collected \$85 million in child support, producing \$5.10 in collections for every \$1 in operating costs. If you measure collections against just state funds in the budget, the number increases to almost \$29 in collections for every \$1 spent. *The division plans to poll states with comparable caseloads to determine an appropriate benchmark for operational expenses vs. collections*

**The percentage of ongoing cases receiving child support checks on time.**

In Fiscal 2000, 47.3% of the ongoing cases received child support checks on time.

**The number of cases with errors and cases appealed compared to the total number of cases.**

The division operates a complaint resolution staff in the director's office. The staff handled 63 cases with division errors in Fiscal 2000. The hearing staff at the Commissioner's Office received 293 formal appeals of child support cases. *Certainly, the division made mistakes on more than 63 out of 48,000 cases last year, but errors corrected at the caseworker level do not reach the complaint resolution office, and the division does not have a reliable method of tracking errors corrected by frontline personnel. The division will increase its training of supervisory staff to quickly handle any case errors.*

**The number of cases where adjustment is overdue by 30 days or more.**

As of Jan. 1, 2001, the division's inventory of cases waiting more than 30 days for an accounting adjustment totaled 2,308. *This is down substantially from 6,500 on Oct. 1, 1999, and the division's target is to complete its backlog-reduction project by June 30, 2001. The division has established a "backlog team" to efficiently work through the cases waiting for adjustments, and is tracking the progress with monthly reports to the director's office and the commissioner's office.*

**The number of cases in which there are child support orders.**

The number of cases with orders was 79.4% of total caseload as of Oct. 31, 2000, an increase from 75% in October 1999. *The national rate in federal Fiscal Year 1999 was 60.4%.*

**The number of cases with arrearages that have collections as compared to the total number of cases with arrearages.**

On Sept. 30, 2000, the number was 64.8%. The national rate for federal Fiscal Year 1999 was 54.4%.

**Accomplishments:** The division collected more than \$85 million in child support payments in Fiscal 2000, another record year for the agency and a 5% increase over the \$81 million in collections in Fiscal 1999.

The division in 2000 achieved full federal certification of its computerized case management system for meeting all of the requirements of federal Family Support Act.

Concentrating on improving customer service, the division reduced the telephone hold time for callers from 36 minutes in November 1999 to between 3 and 4 minutes in January 2001.

In a cooperative program with law enforcement agencies, the division in Fiscal 2000 collected more than \$100,000 from property seized during the arrest of criminal suspects.

**Priorities:** The division is researching options for an improved phone system to help provide better service to the public and will continue rewriting its forms and letters to make them more understandable. The goal is to return phone calls and answer letters and emails in a timely manner. Additional training, monitoring of work flow and productivity will be used by management to ensure that the goal is met.

The effective collection and enforcement tools adopted by the Legislature in 1997 and 1998 sunset on June 30, 2001. Passage of legislation to repeal the sunset provisions is the division's — and the department's — top legislative priority this session. Failure to repeal the provisions would place the state out of compliance with federal welfare laws and would jeopardize up to \$80 million a year in federal funding for child support enforcement and public assistance programs in Alaska.

### Alaska Mental Health Trust Authority

**Mission:** To ensure access to comprehensive and integrated mental health programs.

**Measures:** The amount of revenue from land and cash.

The income from land totaled \$1.381 million in Fiscal 2000. Investment income totaled \$11.522 million, exceeding the projection of \$11.340 million.

**The percentage of trust income disbursed for mental health programs.**

The trust disbursed 85% of its income to mental health programs (the benchmark is 75%); 10% for trust land office operating and capital expenses (the benchmark is 15%); and 5% went for trust administration expenses (the benchmark is 10%).

**The number of partners and amount of money from mental health trust programs received from funding partners.**

The trust received \$8.691 million from seven different programs partners in Fiscal 2000, including the Federal Transit Authority, Alaska Tribal Health Consortium, Alaska Housing Finance Corp., the City of Petersburg and the Fairbanks North Star Borough. *The staff is researching the performance of similar sized foundations and trusts to prepare a recommendation for a partnership benchmark for trustees to consider in August 2001.*

**Accomplishments:** The Alaska Mental Health Trust Authority supported the creation of only the third mental health court in the nation to divert mental health service beneficiaries from the criminal justice system to a more supportive and useful program.

## Alcoholic Beverage Control Board

**Mission:** To ensure compliance with the state's liquor laws.

The board regulates sale of liquor in the state.

**Measures:** The cost of providing compliance services compared to the number of licenses per year.

The board spent \$290,500 on its compliance and licensing efforts and services in Fiscal 2000, covering 1,825 licenses, at a cost per license of \$159. *To improve its service, the ABC Board is working to accept license applications and fees on-line in Fiscal 2002.*

**The cost of certifying or providing training services compared to the number of servers trained per year.**

The board helped train 6,569 servers in Fiscal 2000, at a cost of \$700, or just 11 cents per server. *Training programs for license holders and their employees continues to be the ABC Board's most cost-effective operation.*

**The percentage of noncompliant licenses compared to the number of licenses held per year.**

The board handled about 100 noncompliant license cases in Fiscal 2000, of 1,825 licenses statewide, or 5.5%.

**Accomplishments:** The board opened a Southeast field office in Juneau, establishing a presence in Southeast for the first time since the 1980s.

ABC Board staff inspected 244 licensed premises statewide.