

ALASKA LEGISLATURE

2168

HOUSE and SENATE FINANCE COMMITTEE FILES, 2001 - 2002

ALASKA PERMANENT FUND CORPORATION

➤ **The corporation's investment expenses compared to the investment expenses of other large institutional funds.**

Target and Progress:

- The Permanent Fund has four asset classes that can be evaluated: 1) domestic equities management fees; 2) non-domestic equities management fees; 3) domestic fixed-income management fees; and 4) non-domestic fixed-income management fees.
- As of June 30, 2001 the asset classes compared as follows: 1) domestic equities fees were lower than 63% of the funds surveyed; 2) non-domestic equities fees were lower than 67% of funds surveyed; domestic fixed-income fees were lower than 90% of funds surveyed; and 4) non-domestic fixed-income management fees were lower than 59% of funds surveyed.

Benchmark Comparisons:

- Callan Associates Inc. 1999 Fund Sponsor Cost of Doing Business Survey.

Background and Strategies:

- All Alaska Permanent Fund Corporation equities, non-domestic fixed-income securities and a portion of domestic fixed-income securities are managed by external professionals (both active and passive styles). The remainder of domestic fixed-income securities are managed internally. Real estate assets are also managed externally, but investment expenses are netted against income.

➤ **The total return by asset type compared to other institutional funds.**

Target and Progress:

- The Alaska Permanent Fund has five asset classes that can be evaluated for one-year and five-year periods as of June 30, 2001. Total return by asset type compared to other institutional funds. The Permanent Fund Corporation's return will be listed first, then the median return for other institutional funds.
 - 1) Domestic equities: One year, -13.1% / -5.3%; five years, 13.1% / 14.9%
 - 2) Non-domestic equities: One year, -22.9% / -23.4%; Five years, 6.0% / 6.0%
 - 3) Domestic fixed-income: One year, 11.4% / 11.0%; Five years, 7.1% / 7.4%
 - 4) Non-domestic fixed-income: One year, 0.8% / -6.5%; Five years, no data available
 - 5) Real estate: One year, 14.3% / 10.2%, Five years, 11.9% / 10.3%

Benchmark Comparisons:

- Asset allocation adjusted rankings from the Callan Associates, Inc. Investment Measurement Service.

Background and Strategies:

- Comparing returns among similar large investment funds.

➤ **The inflation-adjusted rate of return over time.**

Target and Progress:

- The board has quantified this goal to achieve a real rate of return of 4% over time.
- The Fund's return for fiscal year 2001 was -3.3%, with inflation of 3.4%. The real (inflation-adjusted) rate of return was -6.7%. The annualized total return for the past 5 years is 9.5%, with a 5-year annualized CPI rate of 2.5%. The real (inflation-adjusted) average rate of return is 7.0% for the past 5 years.

Benchmark Comparisons:

- Total Fund return less national CPI.

ALASKA HOUSING FINANCE CORPORATION

➤ **The administrative costs per dollar of investment.**

Target and Progress:

- Fiscal 2001: 4.77% (Operating Expenses/Mortgage Purchases)
- Fiscal 2000: 5.82% (Operating Expenses/Mortgage Purchases)
- Fiscal 1999: 5.21% (Operating Expenses/Mortgage Purchases)
- Fiscal 1998: 7.65% (Operating Expenses/Mortgage Purchases)

Benchmark Comparisons:

- AHFC uses the prior year's total actual operating expenses divided by the mortgages purchased for the fiscal year as its benchmark. Total actual expenses include corporate, federal and CIP receipts in all AHFC programs.

➤ **The net income of the corporation.**

Target and Progress:

Fiscal 2001 Net Income: \$96,353,000
Fiscal 2000 Net Income: \$81,802,000
Fiscal 1999 Net Income: \$79,350,000
Fiscal 1998 Net Income: \$95,916,000

Benchmark Comparisons:

AHFC uses the prior year's net income for the fiscal year as its benchmark. Total net income includes corporate, federal and CIP income of all AHFC programs.

➤ **The percentage of AHFC-owned housing compared to privately owned housing in the marketplace.**

Target and Progress:

- Fiscal 2001 Market Share: 48.6%
- Fiscal 2000 Market Share: 43.0%
- Fiscal 1999 Market Share: 33.0%
- Fiscal 1998 Market Share: 30.0%

Benchmark Comparisons:

- AHFC is using the prior year's market share for the fiscal year as its benchmark. The market share is calculated by dividing AHFC's loan purchases by Alaska's total mortgage loans made within the fiscal year.

➤ **The public housing management assessment score.**

Target and Progress:

- Fiscal 2001 PHAS Score: Waiting federal action.
- Fiscal 2000 PHAS Score: 100%
- Fiscal 1999 PHMAP Score: 100%
- Fiscal 1998 PHMAP Score: 100%
- Fiscal 1997 PHMAP Score: 100%
- Fiscal 1996 PHMAP Score: 100%

Benchmark Comparisons:

AHFC uses HUD's Public Housing Assessment System (PHAS) rating as its benchmark. Fiscal 2000 is the first year of the new system of third-party assessors. The former PHMAP system was calculated by the Public Housing Authorities and verified by the local HUD office.

TREASURY DIVISION

➤ **Investment returns against performance benchmarks.**

Target and Progress:

Annual returns for the most recent fiscal year are provided below.

Fund // Fiscal 2001 5-year actual return // Fiscal 2001 5-year benchmark return

- General Fund and Other Non-Segregated Investments // 6.34% // 6.25%
- CBRF (main account) // 7.35% // 6.50%
- Alaska Children's Trust // 11.26% // 10.54%
- Public School Trust Fund // 11.85% // 10.54%
- International Airports Revenue Fund // 6.45% // 6.09%

Fund // Fiscal 2001 1-year actual return // Fiscal 2001 1-year benchmark return

- International Airports Construction Funds // 9.20% // 8.81%
- CBRF (subaccount) // (6.01%) // (5.57%)
- RHIF/Long-term Care Fund // (5.60%) // (7.25%)

Fund // Fiscal 2001 3-year actual return // Fiscal 2001 3-year benchmark return

- RHIF/Major Medical Fund // 6.11% // 5.80%

Benchmark Comparisons:

The benchmark return for each fund depends upon its asset allocation -- the mix of different asset classes that Treasury has invested it in.

- Short-Term Fixed-income Investment Pool – 3-month US Treasury Bill
- Intermediate-Term, Fixed-Income Investment Pool - Merrill Lynch 1- to 5-year Government Index
- Long-Term Fixed-Income Pool - Lehman Brothers Aggregate Index
- Domestic Equity Common Trust - Russell 3000 Index
- International Equity Common Trust - Morgan Stanley Capital International Europe, Australia and Far East Index (EAFE)

➤ **Administrative costs per dollar of investment.**

Target and Progress:

- The Treasury Division participated in a national Defined Benefit Pension Fund Survey (of 250 public and private funds) regarding calendar year 2000 costs (performed by Cost Effectiveness Measurement Inc.).
- ASPIB's 2000 operating costs were 32 basis points, vs. the U.S. average of 35 basis points. The benchmark (which can be thought of, generally, as the average cost for a fund of ASPIB's size and asset mix) was 28 basis points.

Benchmark Comparisons:

- ASPIB will continue to participate in this annual survey. Year-to-year trends will also be evaluated, as we would expect our per-dollar of investment cost to decrease as the asset size grows.

Background and Strategies:

- Results of this survey need to be interpreted cautiously. Comparing our costs to the overall average may be misleading because costs per dollar of investment is mostly a function of the size of the assets, and this survey had approximately one-third of the participants with plan sizes under \$2 billion and the remaining two-thirds of the participants with plan sizes over \$2 billion.
- With a benchmark of 28 basis points compared to an actual cost of 32 basis points, we would be considered a low-cost provider. While this calculation compares like-sized funds, it does not account for differences caused by asset allocation and passive vs. active management decisions.

ALASKA STATE PENSION INVESTMENT BOARD

➤ **Investment returns expressed in terms of most recent five-year and one-year averages measured against performance benchmarks.**

Target and Progress:

The following returns are for the five-year period ending June 30, 2000.

Fund // Fiscal 2000 5-year actual return // Fiscal 2000 5-year benchmark return

- Public Employees Retirement Trust Fund // 13.43% // 13.23%
- Teachers Retirement Trust Fund // 13.61% // 13.23%
- Military Retirement Trust Fund // 10.30% // 11.17%

The following returns are for the 3-year period ended June 30, 2000:

- Judicial Retirement Trust Fund // 10.51% // 11.32%

Benchmark Comparisons:

The benchmark return for each fund depends upon its asset allocation.

- Domestic Equity - Russell 2000 Stock Index or the S&P 500 Stock Index
- International Equity - Morgan Stanley Capital International Europe, Australia and Far East Stock Index (EAFE)
- Domestic Fixed Income - Lehman Brothers Aggregate Bond Index
- International Fixed Income - Non-US Government Bond Index

➤ **Administrative costs per dollar of investment.**

Target and Progress:

- The Treasury Division participated in a national Defined Benefit Pension Fund Survey regarding calendar year 2000 costs (performed by Cost Effectiveness Measurement Inc.). The universe included 250 plans from Canada and the United States, representing public and private funds. Total U.S. assets represented in the survey were \$1,868 billion.
- ASPIB's 2000 total operating costs were 32 basis points, compared to the U.S. average cost of 35 basis points. The benchmark cost (which can be thought of, generally, as the average cost for a fund of ASPIB's size and asset mix) was 28 basis points.

Benchmark Comparisons:

- These results above compare to benchmarks established by Cost Effectiveness Measurement Inc. ASPIB will continue to participate in this annual survey while looking for others to participate in as well. Year-to-year trends will also be evaluated as we would expect our per dollar of investment cost to decrease as the asset size grows.

Background and Strategies:

- The results of this survey need to be interpreted cautiously. Comparing our costs to the overall average may be misleading because costs per dollar of investment is mostly a function of the size of the assets and this survey had approximately one-third of the participants with plan sizes under \$2 billion and the remaining two-thirds of the participants with plan sizes over \$2 billion.
- With a benchmark cost of 28 basis points compared to an actual cost of 32 basis points, we would be considered a low-cost provider (as opposed to a high or normal cost provider). While this calculation compares like-sized funds, it does not account for differences that are caused by asset allocation and passive versus active management decisions.

TAX DIVISION

➤ **The division budget as compared to the total amount collected by the division.**

Benchmark Comparisons:

- Division budget (Fiscal 2001) \$6.7 million
- Division collections (Fiscal 2001): \$1,344.4 million
- Cost of collections vs. total collections: 0.5%

This compares very well with a "benchmark rule of thumb" of tax collection costing 1% of collected revenues.

➤ **Percentage of taxes collected as compared to the percentage of taxes due.**

Benchmark Comparisons:

- Division collections: \$1,344.4 million
- Division assessments: \$1,355.6 million
- Comparison: 99.2%

➤ **The time expended compared to the time budgeted and the average time taken to complete audits.**

Benchmark Comparisons:

- Actual audit hours 17,432
- Estimated/budgeted audit hours 19,335
- Comparison: 90.2%

➤ **The amount of assessments disallowed on appeal as compared to the amount of assessments claimed.**

Benchmark Comparisons:

- Appealed tax and penalty assessments claimed \$27.20 million
 - Disallowed tax and penalties: (\$2.50) million
- This is negative because the State Assessment Review Board INCREASED the amount of tax in their ruling on an appealed case.

OFFICE OF THE COMMISSIONER

➤ **The percentage of divisions that meet assigned performance measures.**

Target and Progress:

- All divisions are meeting most, if not all, of their assigned performance measures. The commissioner's office will continue tracking the measures and working with those divisions in areas that come up short during the year.

➤ **The average time taken to respond to complaints and questions that have been elevated to the commissioner's office.**

Target and Progress:

- The average time for a written response to dividend complaints and questions addressed to the commissioner's office was 7.7 calendar days in Fiscal 2001. This follows the Fiscal 2000 response time of 6.6 days.
- The average time for a written response to child support complaints and questions addressed to the commissioner's office was 11.5 calendar days in Fiscal 2001, consistent with the 11.23 days it took in Fiscal 2000.

➤ **The average time taken to issue decisions in child support and permanent fund dividend appeals.**

Target and Progress:

- The average time to issue a child support formal appeal decision is 20 days after the hearing.
- The average time to issue a dividend formal appeal decision is 30 days.

- **The number of decisions sustained as compared to all decisions appealed to the commissioner's office.**

Target and Progress:

- The hearing officer section overturned or amended about 8 percent of the dividend and child support decisions appealed to formal hearing in Fiscal 2001. This compares to just under 10 percent in Fiscal 2000.

ADMINISTRATIVE SERVICES DIVISION

- **The percentage of employee grievances that are overturned by a hearing officer from the Department of Administration or by an arbitrator.**

Target and Progress:

- A log is being maintained to track the number of grievances overturned by an arbitrator. Thus far in Fiscal 2002, two grievances have been filed. Neither has been overturned. No grievances were overturned in Fiscal 2001.

- **The percentage of employee complaints and grievances filed at the department level that is resolved at that level.**

Target and Progress:

- A log is being kept on grievance filings and their outcome. Thus far in Fiscal 2002, two have been filed and neither has been resolved.

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

Target and Progress:

- Total Fiscal 2002 Administrative Services Budget: \$1,072,400
- Total Fiscal 2002 Department Personal Services Budget: \$49,063,900
- For Fiscal 2002, the Administrative Services total budget is 2.20% of total agency personal services.
- For Fiscal 2001, the Administrative Services total budget was 2.28% of total agency personal services.

- **Number and amount of late penalties assessed for payroll or vendor payment.**

Target and Progress:

- A copy of penalty pay documents will be kept on file. No late penalties for payroll have been assessed in Fiscal 2002 or Fiscal 2001.
- An AKSAS report will be maintained for late penalties. No penalties have been assessed for late vendor payments in FY 2002 or Fiscal 2001.

- **The number of audit exceptions resolved for the department.**

Target and Progress:

- A log is being maintained to track the number of audit exceptions or findings resolved for the department.
- For Fiscal 2001, the department had 7 exceptions/findings and all 7 were resolved.

PERMANENT FUND DIVIDEND DIVISION

➤ **The percentage of dividend payments sent out on time to eligible applicants.**

Target and Progress:

- In Calendar 2001, 95% of applicants (563,491) were paid in the October dividend distribution period vs. 93% (544,940) all eligible in 2000. The division's target for October 2002 is 97%.

Background and Strategies:

- As we gain efficiencies in processing cases held in review, we will be able to increase the number of dividends sent out in the initial distribution.

➤ **The average time taken to process dividend applications.**

Target and Progress:

- The normal processing year begins with the application period in January until we get every application on the mainframe system. The ideal time is five months, to ensure adequate time for review before the distribution period in October. In 2000 we had all applications on the system by mid-April. In 2001 we took slightly longer and had all applications on the system by mid-May.

Background and Strategies:

- The delay in processing for 2001 was due in part to the decrease in the number of temporary employees who stayed through the entire processing season. With the increased use of technology, we hope to replace the need for temporary workers by offering an improved online filing system.

➤ **The average time taken to resolve informal appeals.**

Target and Progress:

- The statutory time limit to complete an appeal from the time it is filed with the division is one year. The division's goal is never to exceed six months. In Fiscal 2001, the average exceeded six months 25% of the time.

Background and Strategies:

- Better screening of applications at the initial step to reduce the number going into review and appeal.
- Improved staff training to separate legitimate cases for review from small errors or questions that can be handled quickly.

➤ **The average number of applications in review at the time of the dividend calculation.**

Target and Progress:

- The division continues to experience a large volume of applications that require a higher level of review to determine an applicant's eligibility. In 2001 there were 12,727 applications in review at payment time vs. 8,116 in 2000.

Background and Strategies:

- The division will continue to analyze the criteria that determine whether or not an application needs the higher level evaluation process. In addition, personnel from other units within the division are being cross-trained in order to help with this level of review.

➤ **The number of application denials upheld on appeal.**

Target and Progress:

- In 2001, 1,480 denials were upheld out of 2,064 cases at informal appeal. This amounts to an uphold rate of 71.7%.

Background and Strategies:

- Denials are overturned for several reasons. The highest number of denials that are overturned are the result of an error made either on the part of the applicant or within the division when the application was processed. Because of the need to correct errors, the uphold rate will never be 100%.

➤ **The cost to administer the program compared to the number of applications processed.**

Target and Progress:

- In 2001 the cost per application processed was \$8.04, vs. \$8.08 in 2000.

Background and Strategies:

- The cost to administer the program for 2001 was \$4,974,200 and the number of applications processed was 618,065. In 2000, the cost was \$4,979,700 and the total applications were 616,608. The cost to administer the program has been relatively consistent between fiscal years.

ALASKA MENTAL HEALTH TRUST AUTHORITY

➤ **The amount of revenue from land and cash.**

Target and Progress:

	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003
Land Revenue	2,884.0	3,397.6	3,438.9	7,651.0	4,900.0	5,900.0
Cash Revenue	41,869.5	24,606.2	27,645.1	(10,491.3)	10,226.0	23,815.0

- In Fiscal 2003, the trust projects \$15,595.6 available for funding the mental health programs: \$11,190.0 in trust investment income (APFC), \$2,200.0 in trust land income, \$600.0 interest on the Department of Revenue income accounts, \$558.2 unobligated MHTAAR from Fiscal 2002, and \$1,047.4 from lapsed MHTAAR from FY2001.

➤ **The percentage of trust income disbursed for mental health programs.**

Target and Progress:

- In Fiscal 2002, the trust cash investment at the Alaska Permanent Fund Corporation had an overall market loss of 3.3%, which decreased the disbursement of trust income by 6.5% over the prior fiscal year for mental health programs.
- In Fiscal 2002, the Trust disbursed \$16,627.1 of trust income: 60% for mental health operating, 18% mental health capital, 11% trust land operating and capital, 6% for trust authority administration and 5% for small grants and contracts.
- In Fiscal 2001, the trust disbursed \$17,775.3 of trust income: 59% for mental health operating, 24% mental health capital, 10% trust land operating and capital, 5% for trust authority administration and 2% for small grants and contracts.
- In Fiscal 2001, the trust increased the disbursement of trust income by 53% over the prior fiscal year for mental health programs.

➤ **The number of partners and the amount of money from mental health trust programs received from funding partners.**

Target and Progress:

- In Fiscal 2002, the trust partnered with 14 different funders, federal agencies and private foundations committed \$14 million and the trust will use \$497,000 in trust income.
- In Fiscal 2000, the trust partnered with seven different funders, federal SAMHSA, Federal Transit Authority, AHFC, Fairbanks Borough and City, Petersburg and Alaska Tribal Health Consortium.

	(in thousands of dollars)	
	MHTAAR	Partnering funds
Operating Projects:	\$469.0 MHTAAR	\$1,141.2 PARTNERING
Capital Projects:	\$2,500.0 MHTAAR	\$7,550.0 PARTNERING
TOTAL:	\$2,969.0 MHTAAR	\$8,691.2 PARTNERING
	\$2.93 match for each \$1.00 MHTAAR	

Department of Corrections
Missions and Measures FY02
(Chapter 90 SLA 01)

The mission of the Department of Corrections is to protect the public by confining, supervising, and rehabilitating offenders under the custody of the Department.

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

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

Data: 100%

→ **Measure:** The number of convicted felons released in a calendar year who return to incarceration after being convicted of a new felony within one year, two years and three years after release.

Data: Based on data from offenders released in 1997:
76 or 17.67% returned in 1998
40 or 9.3% returned in 1999 and
31 or 7.21% returned in 2000
The percentage for this 3-year period was 34.3.

Based on data from offenders released in 1998:
81 or 16.3% returned in 1999
42 or 8.45% returned in 2000
29 or 5.84 returned in 2001
The percentage for this 3-year period was 30.6.

According to the 2000 Criminal Justice Institute Adult Corrections Yearbook, the average percentage rate among 39 states was 33.8%. Agencies track the inmates for three years on average following release from prison.

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

Data: During FY2001 the Department had a total of 5,475 facility days with 339 days over emergency capacity (6%). In the first six months of FY2002 the Department had a total of 2,760 facility days with 541 days over emergency capacity (20%).

Measure: The average time taken to respond to complaints and questions that have been elevated to the commissioner's office.

Data: Response time is currently 8.1 days

Division of Administrative Services

Division of Administrative Services.	The mission of the Division of Administrative Services is to provide support services to departmental programs.
Measure:	The legislature intends to measure the success of the division in achieving its mission by considering the cost of the division compared to personnel costs for the department.
Data:	The total departmental personnel expenditures for FY01 were \$89,027,900. The total expenditures for the Division of Administrative Services (Components: Administrative Services, Data and Word Processing, and Facilities) were \$4,071,300 or 4.6 % of the Department's personal service expenditures.
Measure:	The number of late penalties incurred for payroll divided by the number of paychecks issued.
Data:	The total number of late payroll penalties incurred during FY2001 was 2 out of approximately 30,000 warrants issued = .00006%
Measure:	The number of late penalties incurred for vendor payments divided by the number of vendor payments issued.
Data:	248 late penalties incurred out of 50,268 vendor payments issued = .005%
Measure:	The number of complaints received concerning payroll errors divided by the number of paychecks issued.
Data:	There were 72 complaints for over 30,000 paychecks issued which equals .0024 percent.
Measure:	The number of outstanding audit exceptions divided by the audit exemptions during the fiscal year.
Data:	State Single Audit for the period ending June 30, 2000 reported no exceptions found for the Department of Corrections. The State Single Audit for Period ending June 30, 2001 is currently in process with an expected completion date of approximately March of 2002.

Division of Institutions

Division of Institutions:	The mission of the Division of Institutions is to ensure that the institutions are maintaining an environment for prisoners that promotes positive change and at the same time fulfills the statutory obligation of protecting the public.					
Measure:	The number of inmates assaulted by staff while in custody.					
Data:	During FY2001 there were 0 assaults. FY2002 July 1, 2001 through December 31, 2001 0 assaults.					
Measure:	The number of inmates assaulted by other inmates while in custody;					
Data:	FY2001: 25 FY2002 July 1, 2001 through December 31, 2001: 22					
Measure:	The number of inmate suicides.					
Data:	FY2001: 4 FY2002 (7/1/01 through 12/31/01): 0					
Measure:	The average cost per day per inmate.					
Data:	\$114.37 per day per inmate.					
Electronic Monitoring:	The mission of electronic monitoring is to monitor offenders in the community.					
Measure:	The total cost of the program compared to the number of participants.					
Data:	During FY01 the Department collected \$287,900 in receipts from offenders participating in the program. Total program expenditure for FY01 was \$410,400 (all funds). During the fiscal year 405 offenders were placed in the program. This does not reflect cost avoidance by placement on Electronic Monitoring rather than hard or soft bed placement.					
	FY2001	Offenders Participating	Successfully Completed	Terminated	Active on 6/30/01	Failure Rate
	Anchorage	294	192	26	76	8.8%
	Fairbanks	103	87	6	10	5.8%
	Juneau	8	8	0	0	0

	FY2002 7/1/01 – 12/31/02	Offenders Participating	Successfully Completed	Terminated	Active on 12/31/01	Failure Rate
	Anchorage	132	124	8	55	6%
	Fairbanks	27	24	3	10	11%
	Juneau	3	2	0	1	0%

Inmate Healthcare:	The mission of Inmate Healthcare is to provide essential health care for offenders under the custody of the department.
Measure:	The average medical cost per inmate.
Data:	During FY2001 the medical cost per inmate was \$11.10 per day or \$4051.50 per year. This is up slightly from FY2000 costs of \$10.13 per day or \$3697.45.
Measure:	The amount of inmate co-pay fees collected annually.
Data:	During FY2001, \$66,157 in co-pay fees was collected.

Inmate Programs:	The mission of inmate programs is to provide opportunities for positive change and to rehabilitate inmates.
Measure:	The number of inmates who complete programs successfully divided by the number of inmates enrolled in the program set out by program. All statistics below represent July 1, 2001 through December 31, 2001.
Data:	<u>Batterer's Program</u> - 176 participants. Of the 54 participants no longer in the program, 13 successfully completed (24%), 12 completed their sentence (22%) 19 transferred (35%), and 10 were removed for cause (19%). 122 remain in the programs.
	<u>MCCC Sex Offender Program</u> - 77 participants. Of the 25 participants no longer in the program, 8 successfully completed (32%), 2 completed their sentence (8%), 4 were transferred (16%) and 11 were removed for cause (44%). 52 remain in the program, (Program is a minimum of 18 months to complete). 97 assessments were performed.
	<u>LCCC Sex Offender Program</u> - 35 participants. Of the 17 participants no longer in the program, 6 successfully completed (35%), 5 completed their sentence (29%), 3 were transferred (18%), and 3 were removed for cause (18%). 18 remain in the program,
	<u>Adult Basic Education</u> - 331 participants. Of the 126 participants no longer in the program, 54 successfully completed (43%), 29 completed their sentence (23%), 24 were transferred (19%), and 19 were removed for cause (15%). 205 remain in the program.

	<p><u>GED</u> - 683 participants. Of the 285 participants no longer in the program, 130 successfully completed (46%), 36 completed their sentence (13%), 66 were transferred (23%) 53 were removed for cause (18%). 398 remain in program</p> <p><u>Youth Offender Program</u> – Since opening in 8/00 there have been 85 participants. To date, 14 have received their High School Diploma, and 4 have received their GED. Of those 85, 14 are program complete, 3 released from custody prior to completion, 3 transferred to sex offender treatment prior to completion, 2 are pending review and 10 have been removed for cause. There are currently 53 in program.</p>
	<p><u>Vocational/Technical:</u></p> <p><i>Apprenticeships</i> – 30 participants. Of the 5 participants no longer in the program, 3 completed (60%) and 2 were transferred (40%) and 25 remain in programs.</p> <p><i>Short-term Classes</i> – 155 participants. Of the 118 participants no longer in programs, 82 successfully completed (69%), 5 completed their sentence (4%), 10 were transferred (8%), and 21 (18%) were removed for cause. 38 remain in program.</p> <p><i>Traditional Vocational</i> - 387 participants. Of the 126 participants no longer in the programs, 38 successfully completed (30%), 13 completed their sentence (10%), 33 were transferred (26%), and 42 were removed for cause (33%). 261 remain in program.</p>

Substance Abuse Programs (July 1, 2001 through December 31, 2001)

Institution	Number Enrolled	Transferred	Released	Removed	Number Completed
HMCC RSAT	85	6	2	5	26
WCC RSAT	69	1	0	10	19
AMCC ISAT*	10	1	1	2	6
LCCC ISAT	42	7	2	4	9
MCCC ISAT	52	6	0	3	7
SCCC ISAT	61	5	0	8	24
WCC ISAT	9	1		0	1
CADC	200	36	0	19	50
Totals	528	63	5	52	141
*There is no current program					

Measure:	Re-admits who completed inmate programs during previous incarcerations with the department, set out by program. Stats represent FY02, 7/1/01 – 12/31/01.		
Data:	<u>Program Previously Completed</u>	<u># with conviction</u>	
	GED	11	
	Batterer's Program	3	
	Sex Offender Treatment	1	
	Hazmat/Hazwopper	1	
	Building Maintenance		
	Apprenticeship	1	
	Oilfield Safety	1	
	ISAT – Outpatient	28	
Measure:	Inmates enrolled in GED programs divided by the number of inmates who have completed inmate programs.		
Data:	683 enrolled in GED 475 inmates have completed inmate programs = 1.43		
Correctional Industries:	The mission of the Alaska Correctional Industries (ACI) is to assist in the rehabilitation of inmates by providing marketable work skills.		
Measure:	The percentage of program participants who receive jobs after release.		
Data:	Between January 1, 2001 and December 31, 2001, , a total of 68 offenders who had worked in ACI while incarcerated were released to the community. Of those 68, 21 are working (31%), 31 are not on supervision and therefore cannot be monitored (46%), 12 are not working (18%) and 4 were re-incarcerated (5%).		
Measure:	Income divided by expense for each ACI program.		
Data:	<u>Program</u>	<u>Income</u>	<u>Expense</u> <u>Ratio</u>
	Fairbanks Garment	\$153,034.76	\$112,074.04 1.357
	Hiland Mtn. Garment	\$ 71,169.87	\$812,844.45 .876
	Juneau Laundry	\$250,426.75	\$197,918.79 1.265
	Mt. McKinley M&S	\$1,405,518.49	\$1,405,771.60 1.000
	Palmer Auto	\$88,103.36	\$44,333.82 1.987
	Spring Creek Furn.	\$469,986.12	\$377,688.41 1.244
	Wildwood Furn.	\$1,289,725.50	\$1,260,511.00 1.023
	All Programs	\$3,726,964.95	\$3,659,673.20 1.018

Measure:	(1) the percentage of ACI participants, set out by program, with sentences of: (A) less than three years; (B) three years to less than seven years; (C) seven years to less than 12 years; (D) 12 or more years;				
	Unsentenced	< 3 yrs.	>3 - < 7 years	>7-<12 years	> 12
Hiland Mountain Garment Shop	23%	41%	8%	13%	15%
Palmer - Autobody Shop & MMK Meats	0	41%	17%	10%	32%
Fairbanks - Garment & Flat Goods shop	30%	51%	16%	2%	1%
Lemon Creek - Private Co-op & Commercial Laundry	6%	23%	30%	15%	26%
Spring Creek Wood Office Furniture	0%	0%	2%	2%	96%
Wildwood - Furniture & Metal Fabrications	1%	37%	32%	17%	13%

Measure:	The percentage of inmate pay that is used to pay restitution.
Data:	The percentage of inmate pay used to pay restitution by ACI workers who made restitution payments during FY2001 was .04%. Restitution is the sixth priority listed in AS 33.32.050. The percentage of inmate pay used to pay child support, which is listed as priority number one, was 30%.
Measure:	The percentage of sentenced inmates who participate in Alaska Correctional Industries.
Data:	During FY2001, 10.3% of sentenced inmates incarcerated in Alaska were participating in Alaska Correctional Industries. From July 1, 2001 through November 30, 2001 an average of 11.1% of sentenced inmates incarcerated in Alaska were participating in ACI.

Division of Community Corrections

Community Corrections:	The mission of the Division of Community Corrections is to develop and maintain public safety through supervision standards in conjunction with the regional chief probation officers; and provide for public safety through supervision of adult felons who are placed in the division's jurisdiction.																
Measure:	The number of inmates on felony probation divided by the number of probation officer set out by geographical area.																
Data:	<p>July 1, 2001 through December 31, 2001</p> <p>The Northern Region has 13 probation/parole officers for 1093 supervised (not counting absconders) = 84 average caseload</p> <p>The Southcentral Region has 40 probation/parole officers for 3084 supervised cases (not counting absconders) =77 average caseload</p> <p>The Southeast Region has 6 probation/parole officers for 398 supervised cases (Not counting absconders) 66 average caseload.</p> <p>Caseloads vary, of course, depending on location and whether or not they are specialized caseloads.</p>																
Measure:	The number of inmates on felony parole divided by the number of probation officers set out by geographical area.																
Data:	The number of probationers and parolees are combined as Probation Officers supervise both and they do not track the distinction.																
Measure:	Probationers and parolees arrested, set out by geographical location.																
Data:	<p>July 1, 2001 through December 31, 2001</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Geographic Area</u></th> <th style="text-align: center;"><u>Offenders supervised</u></th> <th style="text-align: center;"><u>Arrests</u></th> <th style="text-align: center;"><u>Percentage</u></th> </tr> </thead> <tbody> <tr> <td>Northern Region</td> <td style="text-align: center;">1093</td> <td style="text-align: center;">283</td> <td style="text-align: center;">26%</td> </tr> <tr> <td>Southcentral Region</td> <td style="text-align: center;">3084</td> <td style="text-align: center;">396</td> <td style="text-align: center;">13%</td> </tr> <tr> <td>Southeast Region</td> <td style="text-align: center;">398</td> <td style="text-align: center;">88</td> <td style="text-align: center;">22%</td> </tr> </tbody> </table>	<u>Geographic Area</u>	<u>Offenders supervised</u>	<u>Arrests</u>	<u>Percentage</u>	Northern Region	1093	283	26%	Southcentral Region	3084	396	13%	Southeast Region	398	88	22%
<u>Geographic Area</u>	<u>Offenders supervised</u>	<u>Arrests</u>	<u>Percentage</u>														
Northern Region	1093	283	26%														
Southcentral Region	3084	396	13%														
Southeast Region	398	88	22%														

Parole Board

Parole Board:	The mission of the Parole Board is to administer the release of eligible correctional inmates while providing for public safety and for the successful integration of parolees into the community.
Measure:	The change in the number of discretionary parolees who are arrested and returned to custody each year.
Data:	<p align="center">Year 2001 -- 34 Year 2000 -- 21 Year 1999 -- 23 Year 1998 -- 21 Year 1997 -- 18</p>
Measure:	The percentage of monitored parolees who are employed each calendar quarter.
Data:	The second quarter of FY 02, there were 759 monitored parolees. 421 were employed (55%), 327 were not employed (43%).

Situational Analysis

The History Of Cooperative Marketing In Alaska

Cooperative Marketing in Alaska really began with the creation of the Alaska Visitors Association (AVA) in 1950. The major emphasis of the association was promotion, including production of the Alaska-Yukon Travel Manuals. In fact, between 1959 and 1970, AVA was known as the Alaska Travel Promotion Association and worked on marketing projects with the Division of Tourism after it was formed in the '60s. In 1976 the first formal cooperative tourism marketing efforts between the state of Alaska and the tourism industry began, when AVA approached the state with an innovative proposal to co-mingle private and state funds to draw visitors to Alaska. The idea was simple: combine funding from the state with money, marketing talent, and knowledge contributed by the private sector to build a program to promote the entire state as a destination. Program recommendations were provided by the Alaska Visitors Association Marketing Council and implemented by the Division of Tourism (DoT).

This melding of industry and state tourism efforts went a step further with legislation passed in 1988 to form the Alaska Tourism Marketing Council (ATMC). Jointly managed by the state and AVA, the ATMC oversaw promotion of Alaska to the domestic and Canadian markets, while the State Division of Tourism (DoT) managed the international marketing efforts for Alaska. This unique program created a consistent, high-quality marketing plan that bolstered industry expansion efforts, as evidenced by the phenomenal growth in the number of visitors to the

state. For many years, Alaska's sophisticated marketing techniques and public/private structure served as a model for other destinations. The ATIA is an industry-led initiative to continue the strong tradition of cooperative marketing in Alaska -- while addressing the decline in state spending on visitor industry marketing.

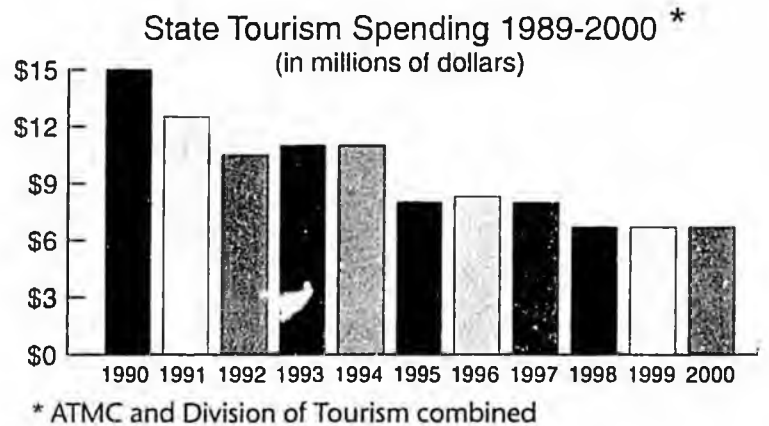
Alaska is Losing Ground

Since 1989, state funding for tourism programs has declined nearly 60 percent, from \$15 million in FY90 to less than \$6.7 million in FY00. At the same time, other states have increased their tourism promotion by 26 percent in the last five years.



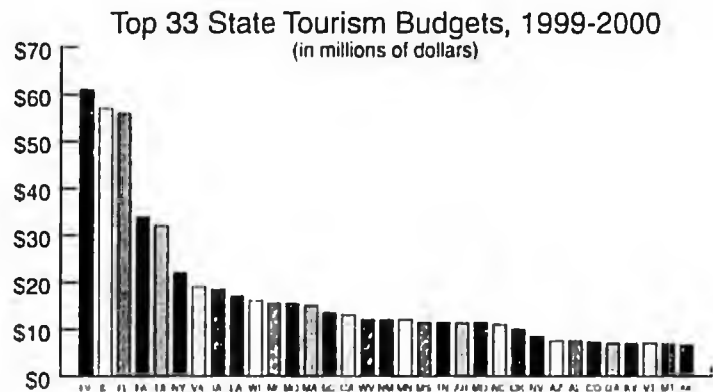
Alaska State Tourism Spending

FY90	\$15,029,050
FY91	\$12,446,571
FY92	\$10,526,171
FY93	\$10,933,387
FY94	\$10,913,338
FY95	\$ 8,038,963
FY96	\$ 8,384,047
FY97	\$ 7,990,100
FY98	\$ 6,728,950
FY99	\$ 6,696,950
FY00	\$ 6,668,500



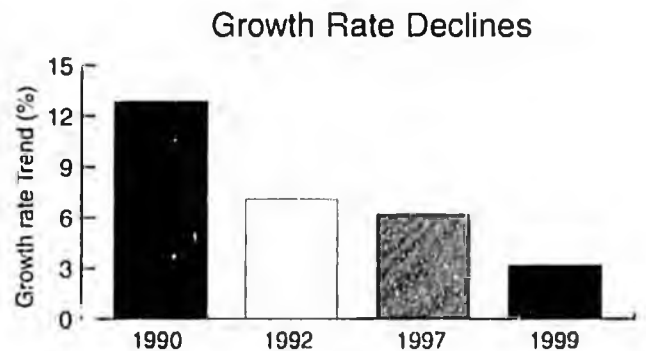
Competition Is Increasing

Alaska is also losing ground due to increasing competition from other states, countries, and new destinations. While Alaska's most direct competitors are foreign countries, we are also being out-spent in promotion by other states and even cities. This lack of advertising dollars has placed the visitor industry at a competitive disadvantage. Alaska continued its trend of decline among the nation's tourism budgets in 1999-2000, slipping four spots from last year to settle at 33rd place. Over the past decade, funding for Alaska tourism programs has declined by 60 percent – dropping Alaska from 7th place to its current ranking.



Growth Rate Is Declining

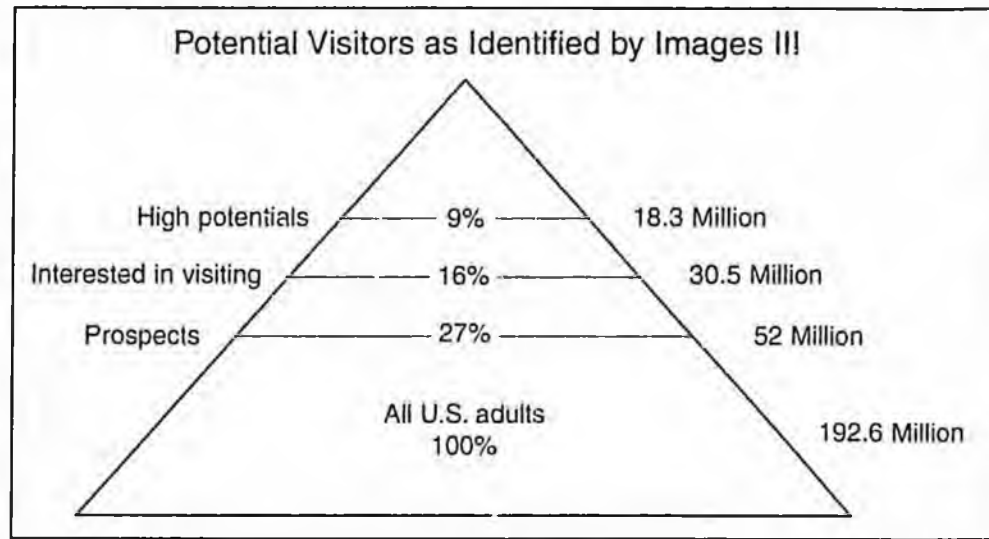
Alaska's relative decline in marketing competitiveness is being felt within the industry. While overall visitor numbers have continued to rise, the rate of growth has slowed. Some segments of the industry, most notably highway-dependent businesses, have felt the first effects of decline.



Alaska's Potential Visitors

Alaska is a unique travel destination. And for many visitors, travel to Alaska is a dream come true. Like any other destination, Alaska has its strengths and weaknesses. According to Images III Study, conducted by the ATMC in 1996, one of Alaska's strengths is the number of potential visitors out there – there are about 18 million U.S. adults with "high potential" to travel to Alaska and 30.5 million U.S. adults "interested in visiting."

Our weakness, though, is that these people believe that travel to Alaska is very costly and the weather is very cold, which are tough perceptions to overcome.



Industry Forum

At visitor industry forums held in Ketchikan, Fairbanks and Anchorage during the fall of 1999, the discussions highlighted the strengths and weaknesses of Alaska as a visitor destination. At each of these forums, the participants identified Alaska's beauty, wildlife, and culture as our strongest attributes and identified the lack of marketing funds, increased competition, and the cost and distance of Alaska travel among our biggest challenges.

Other strengths and weaknesses included:

Strengths

Natural beauty
Scenery
Wildlife
Native cultures
Northern Lights
Adventure
Varied cultures
Year-round opportunities
Winter sports
State and national parks
Fulfillment of a dream
Glaciers
Fishing

Weaknesses

Lack of marketing funds
Cost and time to travel
Lack of statewide image
Increasing competition
Maintaining a quality experience
Lack of winter infrastructure and packages
Trip-planning challenges
Lack of infrastructure
Over-crowding in some locations
Severe winter/climate image

Solutions

Alaska's marketing challenges were brainstormed during each of the visitor industry forums, and participants generally agreed that strong cooperative marketing was critical. Additional strategies and actions identified as important by participants included:

- Strong generic marketing
- Strong overall image campaign
- Strengthen Internet presence
- More cost-efficient ways for small businesses to participate
- Continue strong research efforts
- Cooperative marketing programs for all segments within industry
- Generate qualified, quality leads of potential Alaskan visitors
- More effort to reach repeat visitors
- National television campaign
- Goal-based program with quantifiable performance measures

FY01 Marketing Plan

The goals and objectives for the FY01 Marketing Plan are:

- 1. Goal: Maintain or increase the average length of stay in Alaska.**
Objective: No decrease from 9.8 nights during summer season and 8.2 nights during fall/winter season.
- 2. Goal: Increase year-round employment of Alaskans in the visitor industry throughout the state.**
Objective: Increase visitor-related employment of Alaskans to 30,700 direct and indirect full-year jobs.
- 3. Goal: Attract a diverse mixture of visitors who travel to and within Alaska by a variety of travel modes.**
Objective: Increase travel by all modes.
Objective: Increase travel to all regions of the state.
- 4. Goal: Endeavor to position Alaska as a year-round destination.**
Objective: Increase fall/winter arrivals by 3%.
Objective: Increase summer arrivals by 3%.
- 5. Goal: Increase total visitor expenditures statewide; endeavor to maintain or increase per-trip expenditures.**
Objective: Increase visitor expenditures above the current figure of \$949 million statewide.
Objective: No decrease in per-person, per-trip spending from current estimated level of \$726.00.
- 6. Goal: Increase independent visitation to Alaska.**
Objective: Define current independent visitation and establish benchmark for future tracking.
- 7. Goal: Increase the rate of repeat visitation.**
Objective: Include repeat visitation in the Alaska Visitor Statistics Program (AVSP) to establish a benchmark.
Objective: Include repeat visitors in the Images IV study to establish benchmarks.
- 8. Goal: Increase interest in Alaska as a visitor destination.**
Objective: Increase the number of inquiries to all ATIA marketing programs.
Objective: Complete the Images IV study to establish baseline trends.
- 9. Goal: Increase awareness and participation of businesses in the marketing program.**
Objective: Implement database tracking of total number of businesses who participate in marketing programs.
Objective: Implement tracking program for participation in individual programs.
- 10. Goal: Increase private-sector funding of state tourism marketing programs.**
Objective: Generate at least 30% of program costs.



Market Strategies

The decision process used by visitors to Alaska begins first with an awareness of Alaska and an interest in travel. For some visitors, an Alaskan vacation is a lifetime dream destination, for others, an Alaskan vacation is a recent ambition. Both however, start in the same place – an interest to travel to Alaska.

Once the interest takes hold, the next step for an Alaskan visitor is the actual decision-making and planning of the trip. This process, again, can range from a lifetime of planning to a quick, recent decision to travel. Potential visitors in this mode are gathering information, thinking about alternatives, and trying to decide if Alaska is “on the vacation list.” And then, a decision - “We’re going to Alaska.”

Now, the planning and information search is really on – visitors in this mode are making itinerary and product choices and require information on the variety of options and activities Alaska has to offer. Visitors come in a wide variety, with a variety of interests – no one option or alternative will work for all potential visitors. Hence, the need to ensure that Alaska and its visitor industry businesses respond to these potential visitors with a wide selection of activities, attractions, and experiences.

Overall, it is the responsibility of the ATIA marketing program to reach out to the marketplace and communicate with potential visitors in each stage of the decision process – from the “interest” stage to the “we’re going” stage. And just as the information needs of potential visitors vary at each stage of the decision process, the best way to communicate that information varies at each stage of the decision process. Additionally, it is our responsibility to measure the reach and effectiveness of our marketing efforts; thus, the ATIA marketing program will include a strong market research element.

Image awareness campaigns are the most effective media to communicate with potential visitors who are just developing awareness of their interest in Alaska. The ATIA marketing program has designed a variety of public relations and Internet strategies to reach out and stimulate potential visitors’ awareness of Alaska and to spark their interest in traveling to Alaska. ATIA will conduct image and awareness programs targeted both to domestic U.S. consumers and international consumers and will utilize a wide variety of niche and market segments image and information.

Once an interest exists, how do you find those potential visitors and gather enough information from them to determine if their interest is strong enough to convert to an actual “travel to Alaska” decision? The ATIA marketing program has designed an aggressive direct-response program that will reach out and locate over 581,925 potential visitors and motivate them to request actual Alaska trip planning information via mail, toll-free number, or the Internet. The tactics utilized to motivate potential visitors will include a wide variety of niche and market segment images and information, again attempting to appeal to a wide variety of potential visitor interests. In order to send them Alaska trip-planning information, ATIA needs to know their names and addresses – which will then be made available for destination marketing organizations and Alaska visitor businesses to follow-up with specific regional and product information.

In addition, ATIA will be working closely with tour wholesalers and operators, both encouraging them to bring groups to Alaska and ensuring that they have the knowledge and information they need to book group travel throughout Alaska. As with consumer marketing, ATIA’s work with the travel trade will include both domestic U.S. and international wholesalers and operators.

Target Audience

The target audience for the ATIA advertising program consists of a primary target audience of 35+ year old couples with no kids, and a secondary target of 35+ year old couples with kids and 35 and under singles with no kids. Over the years, these targets have proven to constitute the majority of Alaska's visitors – they have proven to be the folks with the time and money, as well as interest and motivation to travel to Alaska.

Primary Target Audience

Age: 35+
Employed or Retired
Single or Married
No Children

Secondary Target Audience

Age: 35+, Employed, Married with Children
Under 35, Employed, Single, no Children



The Five Major Components Of ATIA'S Marketing Program

The Board of Directors of the Alaska Travel Industry Association and the State of Alaska, Department of Community and Economic Development established the following major components for the FY01 Marketing Plan:

- Consumer Marketing
- Niche Marketing
- Trade and International Marketing
- Inquiry Fulfillment
- Market Research

Consumer marketing will include image campaigns and direct-response programs utilizing a variety of media and tactics. Additionally, special programs will be developed to expand consumer marketing efforts into special niche market segments, such as winter activities, cultural tourism, sports fishing, adventure-eco tourism, highway and marine highway segments, and bed & breakfast accommodations.

Trade and international marketing programs will continue important activities previously conducted by the Division of Tourism. These programs will include image awareness, direct response programs, and education and training programs. Additionally, the Alaska Travel Industry Association will continue Alaska's partnership with the Yukon, British Columbia, and Alberta in the cooperative marketing program Tourism North.

Inquiry fulfillment programs will ensure distribution of travel information that will help motivate potential visitors to plan a trip to Alaska and to provide useful trip-planning and product-specific information. Our Inquiry Fulfillment program will strive to provide extensive, factual information on travel to and within Alaska, the variety of activities available for visitors, and trip and itinerary-planning assistance.

And, finally, Market Research will be conducted to measure the effectiveness of ATIA's programs and to learn more about Alaska's visitors and potential visitors.

The Board of Directors and Marketing Committee for ATIA, along with members of advisory committees, destination marketing organizations and members, have developed the following marketing strategies to address the 10 ATIA Marketing Goals and to ensure that each of the 5 Major Components are significant elements of the program. The following Plan is subject to change based upon fluctuating market conditions, budgetary factors and new information.

The FY01 Marketing Plan will be implemented by the ATIA staff under the supervision of the Project Manager, ATIA President Tina Lindgren, and the general oversight of the ATIA Marketing Committee.



Public Relations

Public relations is a key component to the ATIA marketing program. A positive, visitor-friendly image of Alaska created through feature articles, guidebooks, and television will promote travel to the state. The approach for the public relations effort will be to promote Alaska as a year-round visitor destination. The media will be familiarized with the variety of travel options and modes of transportation. An emphasis will be placed on the uniqueness, beauty, and variety of activities in Alaska not only in the summer, but in the off season as well. The state will be promoted as a whole, highlighting the virtues and diversity of each region.

Strategy 1: Work with the media to generate travel stories that feature a variety of Alaska travel products and regions

Tactics:

- Provide timely story ideas to travel editors at major magazines and newspapers.
- Offer editors and writers timely reminders that ATIA is their first stop for travel information about Alaska, photography, and other assistance.
- Strive to get the toll free number (800-862-5272) and the web site (www.travelalaska.com) placed as a reference sidebar to Alaska editorial.
- Work with the broadcast media, primarily television, in major markets for the purpose of attracting television crews to Alaska to develop feature packages.
- Place well-spoken experts about Alaska's visitor industry on radio call-in programs in target markets.
- Develop a series of Alaska press kits for distribution to key broadcast media outlets and editors in major markets.

Strategy 2: Continue and enhance media center on the ATIA website

Tactics:

- Add new photography, as it becomes available.
- Add new site enhancements and content.
- Develop a more intensive series of links to relevant vendors and destination marketing organizations.

Strategy 3: Assist qualified writers with trip-planning and bring qualified writers to Alaska

Tactics:

- Conduct separate press trips in the winter and summer.
- Provide 5-7 press trip opportunities in conjunction with the World Adventure Congress scheduled in Anchorage in September 2001.
- Attract top-notch writers and editors for individual itineraries.
- Coordinate itineraries, complimentary services, and work with media on story angles, photos, and any other materials to secure maximum coverage.
- Work with destination marketing organizations across the state on media trips, media assistance requests and information requests.

Strategy 4: Continue to include winter and other seasonal promotion as part of the overall public relations effort

Tactics:

- Conduct a winter press trip targeting 12 travel writers or broadcast media and follow-up on story placement.
- Assist Special Olympics organizers with public relations efforts.
- Work with destination marketing organizations and winter operators to conduct targeted winter promotions and contests.
- Develop promotional efforts to draw attention to ice carving and Northern Lights viewing.
- Pitch an ice climbing promotion to outdoor and sports cable channels.

Strategy 5: Feature a variety of market segments and geographical regions in public relations program

Tactics:

- Send out one press release per month about Alaska to feature important events, regions of the state, or a seasonal discussion.
- Send out a minimum of two e-news bulletins each month, using the database that currently contains over 600 e-mail addresses for travel writers and editors. Topic content will focus on seasonal events, regional activities, as well as unique stories about Alaska.
- Solicit input from destination marketing organizations and industry businesses around the state.
- Develop five new stories for publications, featuring new travel trends, new attractions and developing areas of tourism in Alaska.
- Refresh five stories from the story archive.

Strategy 6: Ensure ATIA board is prepared to respond to any travel-related crisis

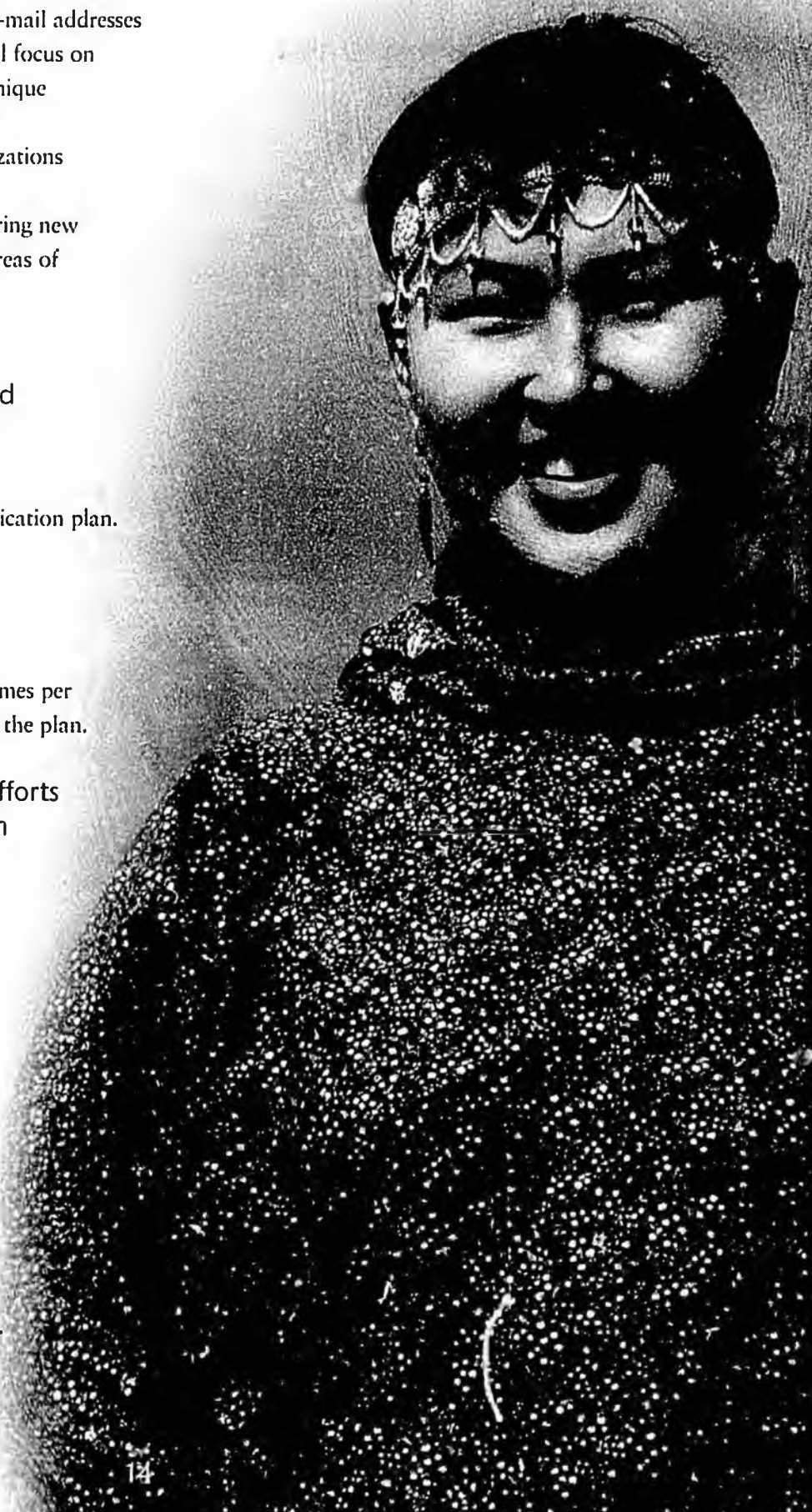
Tactics:

- Update and improve the existing crisis communication plan.
- Work with ATIA staff to determine a core crisis communication team.
- Consider crisis media training as a partnership opportunity for ATIA members.
- Meet with the crisis communication team 2-4 times per year to evaluate and update key components of the plan.

Strategy 7: Coordinate public relations efforts with member businesses and destination marketing organizations

Tactics:

- Identify current public relations efforts within the visitor industry.
- Conduct a public relations conference to exchange and identify possible synergies and means for gaining maximum exposure for all market segments and regions.
- Review opportunities to partner more effectively with Tourism Yukon's public relations efforts, especially regarding winter opportunities.
- Hold monthly teleconference with destination marketing organizations to discuss relevant topics.
- Be proactive in communication with the membership and solicitation of ideas.



Advertising

The role of advertising in the ATIA marketing plan is to help find potential visitors and gather enough information from them to determine if their interest is strong enough to convert to an actual "travel to Alaska" decision. The ATIA marketing program has designed an aggressive direct-response program that will reach out and locate over 581,925 potential visitors and motivate them to request printed Alaska trip planning information -- via mail, toll-free number, or the website. The tactics utilized to motivate potential visitors will include a wide variety of niche and market segment images and information, again attempting to appeal to a wide variety of potential visitor interests.

Based upon annual conversion studies and previous market segmentation research, Alaska has found that the most efficient media for the direct response program consists of direct mail, consumer magazines and selected Internet strategies. Efficiency is a measurement of both the number of potential visitors reached and cost of advertising. For the FY01 ATIA Marketing Implementation Plan, we will rely most heavily upon our direct mail and consumer magazine campaigns to generate the targeted requests for printed Alaska vacation planning information.

Again, based upon annual conversion studies and other Alaska visitor industry research, the placement schedule for the direct response program begins in September 2000 and continues through March 2001, with the exception of the Internet campaign. The Internet campaign will continue through June 2001 to accommodate late season planners.

Vacation Planning Information Request Generation Source



Consumer Magazines

Direct Mail

Internet

Canadian Magazines

Strategy 1: Execute direct mail program to generate 400,130 requests for printed Alaska vacation planning information from qualified prospects with high conversion potential and low cost-per-response

Tactics:

- Mail to potential visitors who have requested information in prior years.
- Mail to names from purchased lists that have performed in prior years.
- Mail to subscribers of magazines with high Alaska and/or travel content.
- Mail to purchased names meeting target audience and market segments.
- Test e-mail and Internet strategies.



U.S. and Canadian Advertising Plan by Publication

	September				October					November				December					January				February				March			
	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	5	12	19
Outdoor Adventure/Affinity																														
Canoe & Kayak Magazine																														
National Parks Magazine																														
National Wildlife																														
Outdoor Life																														
Outdoor Photographer																														
Outside																														
Popular Photography																														
In-Flight Magazines																														
Delta Sky Magazine																														
Northwest World Traveler																														
General Travel																														
Arthur Frommer's Budget Travel																														
Travel America																														
Travel Holiday																														
Vacations/Travel 50 & Beyond																														
Highway Travel																														
Arizona Highroads (AAA)																														
Coast to Coast																														
Colorado Motorist (AAA)																														
Home & Away																														
Journey - WA (AAA)																														
Midwest Traveler (AAA)																														
Trailer Life																														
VIA (AAA)																														
Westways (AAA)																														
General Lifestyle																														
Alaska Magazine																														
Audubon																														
Coastal Living																														
Discover																														
Prevention																														
Readers Digest																														
Yankee																														
Canadian Magazines																														
Chatelaine																														
Canadian Living																														
Harrowsmith																														

Note: Many of the publications above Alaska editorial is TBD.

Collateral

The state's collateral program, a program that designs and produces the statewide printed material, will be essential to attracting visitors to Alaska. Even as destination marketing takes a turn towards digital collateral, it will never completely replace the selling power of full-color images and planning brochures. The collateral program will consist of three major components that include The Official Alaska State Vacation Planner, Invitation to Alaska (a 24-page, full-color introduction to Alaska), and specialty brochures to address specific markets.

Strategy 1: Provide printed statewide Alaska image information to interested prospects

Tactics:

- Design and produce 375,000 copies of the Invitation to Alaska.
- Prominently feature ATIA's web site address in Invitation to Alaska.
- Design invitation cover to emphasize Alaska's scenery and beauty.

Strategy 2: Provide printed statewide Alaska travel product information to highly qualified prospects

Tactics:

- Design and produce 450,000 copies of the Official Alaska State Vacation Planner.
- Design planner cover to emphasize Native culture and the variety of activities available to visitors.
- Refresh and update editorial content.
- Revise advertising directory to improve usability.
- Design a destination marketing organization marketing partner page for the back cover of planner.

- Change inside back of Planner to highlight participating destination marketing partners and provide mechanism for information request.
- Add destination marketing partner reply card

Strategy 3: Design and produce new specialty brochures for selected market segments.

Tactics:

- Identify potential market segments for brochure development.
- Survey marketing partners for interest in participation.
- Design and produce brochures.



Internet

Internet usage is skyrocketing -- according to a report by the Travel Industry Association of America, the correlation between the online population and travel is so strong that almost all Internet users are also travelers. It is vital that Alaska's visitor industry keeps in line with the progress of technology. Marketing via the Internet also levels the playing field for smaller businesses since establishing a presence on the World Wide Web can be very easy and relatively inexpensive.

The existing Alaska consumer travel website will be greatly expanded to increase the quality and range of information available to potential visitors and to increase the access of Alaska's tourism businesses for a wide range of new customers and markets. "Driving customers to marketing partners' businesses" will become an increasingly important element of the ATIA Internet program. As part of this effort, a significant advertising and promotional campaign will be executed to "drive potential visitors" to the ATIA website; this effort is detailed in the Advertising section of the FY01 Marketing Implementation Plan.

Key elements of the Internet strategy will be small business emphasis, year round content, increased e-commerce opportunities, and content-rich sections for niche market segments such as adventure & eco-tourism, winter, sports-fishing, bed & breakfast and cultural tourism.

Strategy 1: Upgrade existing website content, formatting, and navigation to enhance usability

Tactics:

- Standardize format throughout the consumer site.
- Implement "short-wide" design model to ensure that content, advertisers and marketing partners can be reached easily from all pages of the site.
- Upgrade content to represent the wide spectrum of companies in Alaska's visitor industry.

Strategy 2: Upgrade features to consumer website

Tactics:

- Create "Frequently Asked Questions" section.
- Upgrade the "Trip Planner" section to allow more advanced sorting and planning features.
- Create "Opt-In Newsletter" for consumers.
- Create additional virtual tours.
- Enhance Alaska map to support zooming on regions and hot links.
- Evaluate additional upgrades.

Strategy 3: Integrate existing content from other compatible websites to maximize information and feature availability to consumers

Tactics:

- Integrate content from state and federal agencies, such as National Park Service, Alaska Marine Highway and the National Forest Service.
- Develop cross-linking relationships with marketing partners such as Tourism North and destination marketing organizations.

Strategy 4: Investigate additional marketing partnership opportunities beyond basic listings and links

Tactics:

- Investigate banner ad opportunities at the top of appropriate "inside" pages.
- Investigate enhanced listings that allow descriptive narratives plus links to e-mail and web sites.
- Allow purchase of multiple listings per advertiser.
- Develop lead generation opportunities.
- Develop e-commerce opportunities.

Strategy 5: Expand website to provide portals to marketing partners' product information and websites

Tactics:

- Develop enhanced marketing partner product database.
- Develop enhanced search features for marketing partner product information.
- Investigate e-commerce options.
- Develop benchmarks for measuring effectiveness of site as portal to marketing partners' product.



Inquiry Fulfillment

The role of inquiry fulfillment in the ATIA marketing plan is to provide potential visitors with information that will help motivate them to plan a trip to Alaska and to provide useful trip-planning and product-specific information. Our inquiry fulfillment program will strive to provide extensive, factual information on travel to and within Alaska, the variety of activities available for visitors, and trip and itinerary-planning assistance.

The tactics utilized to provide potential visitors with Alaska printed information will include the distribution of ATIA's printed materials, state of Alaska and regional destination marketing organizations, and other marketing partner materials. Additionally, ATIA will encourage and provide tools to marketing partners, such as destination marketing organizations and visitor industry product industry businesses, to provide product specific information to prospective visitors and travel trade.

What's the difference between the "Invitation to Alaska" and the "Official Alaska State Vacation Planner?"

The "Official Alaska State Vacation Planner" is the brochure that is mailed to potential visitors who request printed information on Alaska and indicate that they will be traveling to the Alaska within the next two years. Also, the "Official Alaska State Vacation Planner" is a combination of image photos and descriptive editorial and of a directory of advertisers representing a wide variety of businesses throughout Alaska.

"Invitation to Alaska" on the other hand, is the brochure that is mailed to prospects who are not certain that they will travel to Alaska or are not certain when they will travel to Alaska. It is primarily an image piece designed to spark their interest in Alaska travel. Unlike the "Official Alaska State Vacation Planner," the "Invitation to Alaska" does not have an advertising directory, but does prominently feature the ATIA web site address.

Strategy 1: Distribute Alaska image and planning information to interested prospects generated through ATIA's marketing programs and other sources

Tactics:

- Distribute Invitation to Alaska to 375,000 interested prospects.
- Distribute Official Alaska State Vacation Planner to 450,000 interested prospects.
- Distribute new specialty brochures for selected market segments.
- Operate ongoing fulfillment program to respond to mail, electronic and phone requests for information.

Strategy 2: Encourage destination marketing organizations and visitor industry businesses to provide product specific information to prospective visitors and travel trade

Tactics:

- Make prospective visitors names and addresses available to destination marketing organizations and visitor industry businesses.
- Update discriminate analysis model to increase effectiveness of leads provided to destination marketing organizations and visitor industry businesses.
- Make trade event contact leads available to destination marketing organizations and visitor industry businesses.
- Make web site and e-mail addresses available to destination marketing organizations and visitor industry businesses, as allowable by law.



Domestic Trade Marketing Programs

Creating interest among the consumer market is only one part of the essential destination marketing for Alaska. Once consumers have made the decision to travel to Alaska, an outlet where they can buy their travel should be available. And since the vast majority of visitors to Alaska are from the U.S., domestic travel trade (travel agents and tour operators) is one of the most important areas for ATIA to target. From the standpoint of the travel trade, the program needs to generate agent and operator interest and offer extensive education. Since Alaska is such a big state with so many different modes of transportation, attractions, and variables in general, Alaska is a potentially difficult destination to sell. The up side to the difficulty a novice agent or operator might have in selling Alaska is that when they actually see Alaska, they are truly committed to learning about and selling the destination. For these reasons the following tactics are suggested.

Strategy 1: Provide Alaska travel information to and contacts with tour operators and wholesalers

Tactics:

- Anchor Alaska's participation at the National Tour Association (NTA) convention and tour & travel exchange in Salt Lake City in November 2000.
- Assist the Anchorage Convention Visitor Bureau with the planning and coordination of the NTA Spring Meet to be held in Anchorage in March 2001.
- Anchor Alaska's participation in the American Bus Association (ABA) convention in January 2001.

- Organize and sponsor Alaska familiarization tours for the travel trade tour wholesalers and operators culminating in Alaska Travel Fair market place for buyers and Alaska sellers in Valdez in September 2000.
- Participate in the Non-Profits in Travel program in February 2001.
- Participate in the Receptive Services Association conference.
- Co-sponsor with Anchorage Convention & Visitors Bureau World Congress on Adventure Travel & Eco-Tourism in Anchorage in September 2000.

Strategy 2: Conduct a series of retail travel agent educational workshops in key U.S. markets

Tactics:

- Schedule in appropriate markets immediately before or after Pow Wow, NTA, ABA, and other planned events.
- Encourage participation by destination marketing organizations and private sector businesses to showcase their destinations and products.
- Survey travel agents on their perceptions of quality and content and apply input to future educational workshops.

Strategy 3: Develop Top-of-the-World Specialist online program for the travel trade

Tactics:

- Make recommendations for content refinements and enhancements.
- Pursue potential endorsement of the program by the Institute of Certified Travel Agents (ICTA) that would allow travel agents the ability to earn credit toward Certified Travel Agent (CTA), Certified Travel Counselor (CTC), and Certified Tour Professional (CTP) certifications.



International Travel Trade Marketing

The role of the international programs in the ATIA marketing plan is to reach out to the highest potential international markets and provide image awareness, trip-planning, and product information. Just as domestic visitors come in a wide variety; so do international visitors. Hence, the need to ensure that Alaska and its visitor-industry businesses respond to international markets with a wide selection of activities, attractions, and experiences.

What is Alaska's international market?

Based upon past experience and Alaska visitor research, we know that the majority of our international visitors (not including Canadians) come from Japan, German-speaking Europe and the United Kingdom (UK), with smaller numbers arriving from Australia and other Asian countries.

Japan has emerged as our most important off-season market, with 50 percent of Japanese visitors coming to Alaska in the middle of winter for activities anchored around Aurora viewing. Northwest Airlines initiated the scheduled turn-around, non-stop air service between Alaska and a foreign country, operating once weekly in the summer of 1998 and 1999. This created tremendous opportunity for substantial growth in summer visitation of Japanese visitors to Alaska. Northwest recently announced it would suspend this service for 2000 and 2001 until the Narita Airport expansion in Japan is completed.

Germany, together with Austria and Switzerland, represents Alaska's largest (non-North American) international visitor market. For five years, seasonal non-stop charter flights have operated into Anchorage from Frankfurt, Cologne and Zurich. The visitors traveling on these flights have a propensity to take long vacations in Alaska, and to visit a wide variety of Alaska destinations.

The United Kingdom continues to show promise as the

next big inbound market for Alaska. As the UK economy strengthens, the UK traveler wants to see more than Florida, New York and California -- and can afford to. This market is also becoming more adventure-based, requiring more active holidays. Although there are no direct flights between the UK and Alaska, increased non-stop service between London or the continent and Seattle and Vancouver, has greatly improved Alaska's positioning as a destination.

The ATIA international program will focus primarily upon the travel trade, with particular emphasis on attending international trade shows and conducting travel trade training and familiarization trips.

Strategy 1: Foster Alaska travel interest and provide planning information within the Japanese market

Tactics:

- Maintain local representation in Japan to enhance, facilitate and assist in providing direction for Alaska tourism marketing and sales activities.
- Participate in Japan Visit USA program to be held in October 2000.
- Organize, sponsor and host an Alaska trade familiarization tour in Alaska in January 2001.
- Host Alaska Trade Workshops in Japan in April 2001.

Strategy 2: Foster Alaska travel interest and provide planning information within German-speaking Europe market

Tactics:

- Maintain local representation in German-speaking Europe to enhance, facilitate and assist in providing direction for Alaska tourism marketing and sales activities.
- Participate in ITB in March, 2001, anchoring Alaska's participation for other destination marketing organizations and private sector businesses by sponsoring a statewide booth and sharing space with Alaskan vendors.

International Trade Show Schedule												
	2000						2001					
	July	Aug.	Sept.	Oct.	Nov.	Dec	Jan.	Feb.	March	April	May	June
Japan Visit USA				■								
ITB - Berlin									■			
World Travel Market					■							
TIA's International Pow Wow											■	

International Travel Trade Workshop/FAM												
	2000						2001					
	July	Aug.	Sept.	Oct.	Nov.	Dec	Jan.	Feb.	March	April	May	June
Japan Trade Alaska FAM							■					
UK Trade Workshops									■			
Alaska Travel Fair			■									
Australian Trade Workshop								■				
Alaska Travel Workshop in Japan										■		

Strategy 3: Foster Alaska travel interest and provide planning information within the United Kingdom market

Tactics:

- Maintain local representation in the United Kingdom to enhance, facilitate, and assist in providing direction for Alaska tourism marketing and sales activities.
- Participate in the World Travel Market in London in November 2000, anchoring Alaska's participation for other destination marketing organizations and private sector businesses by sponsoring a statewide booth and sharing space with Alaska vendors, and distributing private sector brochures.
- Sponsor a series of travel trade educational workshops in the UK to be held in March 2001, immediately following ITB in Germany.

Strategy 4: Foster Alaska travel interest and provide planning information within the Australian market

Tactics:



- Maintain local representation in Australia to enhance, facilitate, and assist in providing direction for Alaska tourism marketing and sales activities.
- Organize and sponsor a series of travel trade educational workshops in Australia in February 2001.

Strategy 5: Provide planning information within other International Markets

Tactics:

- Maintain local representation in Taiwan for the purposes of distribution of trip planning information.
- Maintain local representation in Korea for the purposes of distribution of trip planning information.

Strategy 6: Organize, sponsor and participate in a variety of activities targeted to international wholesalers and operators

Tactics:

- Participate in the Travel Industry Association of America's (TIA) International Pow Wow in May 2001.
- Organize and sponsor Alaska familiarization tours for the international travel trade tour wholesalers and operators culminating in an Alaska Travel Fair market place for international buyers and Alaska sellers in Valdez in September 2000.

Tourism North

Tourism North is a cooperative tourism marketing program between Alaska and several Canadian provinces (The Yukon, British Columbia, and Alberta.)

The purpose of this effort is to (1) increase the number of people traveling through northern British Columbia and the Yukon Territory to Alaska, (2) improve the tourism opportunities for highway visitors in each of the three jurisdictions, and (3) increase the length of stay and amount of money spent by these highway visitors per day. Alaska's participation is 20% of the total program budget, and the state's \$250,000 investment is leveraged to a \$1 million + program.

Strategy 1: Provide potential highway and marine highway travelers with planning information

Tactics:

- Produce and distribute 400,000 copies of *North! to Alaska*.
- Refresh and update *North! to Alaska* content.
- Incorporate the Alaska Marine Highway System schedule and tariffs.
- Maintain and upgrade Tourism North's consumer web site.

Strategy 2: Increase awareness of highway and marine highway travel opportunities

Tactics:

- Design and implement a public relations campaign to stimulate news coverage of highway travel.
- Design and implement a direct-to-consumer advertising program through the use of cooperative marketing opportunities

Research

The role of Research in the ATIA marketing plan is to provide market research to Alaska's visitor industry and to measure the effectiveness of the ATIA programs.

Generally, the research undertaken by ATIA will help us accomplish the following:

1. To monitor and evaluate the effectiveness of marketing programs.
2. To learn more about Alaska's visitors – who they are; why they came; their purchase decisions, trip arrangements, and activities; and their perceptions and evaluations of their Alaska trips.
3. To learn more about Alaska's potential visitors – how they plan vacations, who they are, their attitudes toward Alaska travel, their psychographics, etc.
4. To provide tools and information to ATIA members to enhance individual marketing efforts.

Strategy 1: Determine the effectiveness and efficiency of ATIA's marketing program

Tactics:

- Conduct a study of media to determine effectiveness of ATIA marketing activities.
- Survey participants in selected ATIA marketing programs.

Strategy 2: Survey potential and actual visitors to Alaska

Tactics:

- Assist with Alaska Visitor Statistics Program Study of actual FY00 visitors.
- Complete Images IV study of potential and actual visitors, including repeat visitors and Fall/Winter/Spring visitors.

Strategy 3: Provide tools and information to ATIA members to enhance individual marketing efforts

Tactics:

- Conduct seminars to better understand a research from various studies.
- Make research available through market partnerships.





Market Segments Program Overview

As part of its commitment to expand the statewide marketing campaigns developed for Alaska's visitor industry, the Alaska Travel Industry Association will feature winter tourism, highway and marine highway, and special niche segments (such as sport-fishing, cultural tourism, adventure eco-tourism, bed & breakfasts) throughout its FY01 marketing activities.

Winter

One of the key goals of the Alaska Travel Industry Association is to "endeavor to position Alaska as a year-round destination." As such, each of the marketing strategies developed for FY01 has a mandated element to include year-round focus and activities. Additionally, special winter marketing tactics have been designed to strengthen Alaska's winter image and to attract new winter visitors.

Featured winter marketing tactics include winter media press trips, proactive efforts to pitch winter story ideas to a variety of media sources, winter image features in our direct-mail and advertising campaigns and our winter web address featured in appropriate advertising, and expansion of the winter section on the ATIA website.

Winter-focused marketing activities and tactics include:

- Conduct press trips during winter season
- Assist travel writers/editors with winter stories
- Pitch winter story ideas to the media to increase their awareness
- Consider winter tourism specialty brochure
- Support winter tourism brochure with specialty magazine advertising
- Feature winter images in direct mail and ad campaigns
- Feature ATIA winter web address in appropriate advertising

- Enhance and maintain ATIA winter section on website
- Enhance website trip planning tool to include winter product
- Include winter product in Alaska Travel Fair in September, 2000
- Include winter product information in travel agent workshops and trainings
- Be active in the annual Winter Tourism Conference
- Survey past winter visitors during Images IV study to learn about travel patterns, attitudes toward Alaska, visitor demographics, etc

Highway And Marine Highway

Another key goal of the Alaska Travel Industry Association is to "attract a diverse mixture of visitors who travel to and within Alaska by a variety of travel modes." As such, the ATIA has developed a variety of marketing strategies for FY01 designed to strengthen Alaska's highway and marine highway markets.

Featured highway and marine highway marketing tactics include advertising in highway travel magazines, sending Alaska travel information to potential highway visitors via direct-mail program, and participating in the Tourism North marketing program that produces and distributes 400,000 copies of North! To Alaska and maintains a highway-focused consumer website.

Highway and marine highway focused marketing activities and tactics include:

- Advertise in highway travel magazines such as Arizona Highroads (AAA), Coast to Coast, Colorado Motorist (AAA), Home & Away, Journey WA (AAA), Midwest Traveler (AAA), Trailer Life, VIA (AAA) and Westways (AAA)

- Send direct mail materials to names from highway travel oriented lists such as Target Source – RV/No Kids, Good Sam Club, Motorhome, Trailer Life, and RV Book and Directory
- As partner in Tourism North, produce and distribute 400,000 copies of *North! To Alaska*, including the Alaska Marine Highway System schedule and tariffs
- As partner in Tourism North, maintain and upgrade Tourism North highway-focused consumer website
- As partner in Tourism North, design and implement public relations campaign to stimulate news coverage of highway travel

Special Niche Segments

An especially important goal of the Alaska Travel Industry Association is to “attract a diverse mixture of visitors who travel to and within Alaska.” As such, the ATIA has developed a variety of marketing strategies for FY01 designed to feature and enhance small business opportunities of special niche segments (such as sport-fishing, cultural tourism, adventure eco-tourism, and bed & breakfasts).

Beginning with the cover of the Official Alaska State Vacation Planner, which will feature an Alaska Native motif, to special e-news bulletins distributed to hundreds of travel press monthly, and including up to four new specialty brochures featuring small businesses from around Alaska, the ATIA FY01 marketing program has a major commitment to attracting a diverse mixture of visitors to Alaska.

Sport fishing tactics include:

- Consider sport fishing specialty brochure
- Support sport fishing brochure with specialty magazine advertising
- Develop sport fishing section on ATIA website to complement specialty brochure
- Test direct mail program to past out-of-state purchasers of Alaska Fishing Licenses

Cultural Tourism tactics include:

- Design Alaska Native motif for cover of Official Alaska Vacation Planner
- Consider Cultural Tourism specialty brochure
- Support Cultural Tourism brochure with specialty magazine advertising
- Develop Cultural Tourism section on ATIA website to complement specialty brochure
- Develop press releases, e news bulletins and new travel stories with cultural tourism content
- Advertise in national magazines that appeal to cultural tourism visitors
- Test direct mail program with lists such as National Geographic Traveler, Alaska Magazine and Premier Luxury Class

Adventure-Eco Tourism tactics include:

- Consider Adventure-Eco Tourism specialty brochure
- Support Adventure-Eco Tourism brochure with specialty magazine advertising
- Develop Adventure-Eco Tourism section on ATIA website to complement specialty brochure
- Develop press releases, e news bulletins and new travel stories with adventure-eco tourism content
- Advertise in national magazines that appeal to adventure-eco tourism visitors such as Canoe & Kayak Magazine, National Parks Magazine, National Wildlife, Outdoor Life, Outdoor Photographer, Outside, and Audubon
- Test direct mail program with lists such as National Geographic Traveler, National GEO Adventure, Adventures Abroad, and Last Frontier Alaska
- Co-sponsor, with Anchorage Convention and Visitors Bureau, World Congress on Adventure Travel & Eco-Tourism – Anchorage in September, 2000

Bed & Breakfast tactics include:

- Consider Bed & Breakfast section on ATIA website.
- Support Bed & Breakfast web section with specialty magazine advertising

Partnership Programs

With a legislative mandate to match public funds with private funds on an ever-increasing basis, the Alaska Travel Industry Association will be very dependent on its Marketing Partnership Programs to generate the private-industry match. Much of this effort will involve the recruitment of new Partners and new Partnership opportunities beyond the traditional ad sales and label programs managed by the Alaska Visitors Association and the Alaska Tourism Marketing Council.

Already, beginning in this first year of the Alaska Travel Industry Association's marketing efforts, innovative new partnership opportunities have been developed and many more are in the works. This year the Board of Directors and Marketing Committee have focused particularly upon new Internet programs and new small business-oriented niche market segment programs for development of new Partnership opportunities.

The Alaska Travel Industry Association will be investing more than \$250,000 in new Internet programs to attract visitors to the ATIA website – where marketing partnership opportunities are being expanded to increase the ability of small businesses to reach new customers and markets. Additionally, the Alaska Travel Industry Association will be investing more than \$300,000 in new specialty brochures that will feature special niche segments (such as sport-fishing, cultural tourism, adventure eco-tourism, and bed & breakfasts). Again, ATIA will be providing new opportunities for Alaska's small visitor industry businesses to attract new customers and markets.

Current Marketing Partnership Programs include:

- Cooperative major-market newspaper ad buys
- Internet advertising strategies, such as Alaska travel discount offer
- Listing, narrative, and display ads in the Official Alaska State Vacation Planner
- Listing, narrative, and display ads in Specialty Brochures
- Business listings and website links on the ATIA website
- Banner ads on appropriate "inside pages" on the ATIA website
- Purchase leads generated through ATIA marketing programs
- Purchase leads generated through travel trade activities
- Participation in domestic and international Travel Trade Shows with ATIA
- Participation in Alaska Travel Fair
- Participation in travel agent educational workshops and training
- Educational seminars designed to explain research programs, how to take advantage of programs, and what we've learned from research results
- Research studies and documents

Appendix

4

FY01 Marketing Budget

Marketing Research

Conversion Study	\$145,000
Images IV remaining costs	15,000
Program Implementation	24,000
Total Research	\$184,000

Consumer Marketing

Public Relations	
Media Outreach & Assistance	\$130,500
Summer Press Trips	27,000
New Story Packages	6,000
Media Kits	2,750
Crisis Communications/DMO Briefings	2,750
1-800 number, Clip Service etc	21,000
BR Agency Administration	30,000
Program Implementation	46,900
Total Public Relations	\$266,900

Advertising

Magazine and Direct Mail	\$2,084,655
Joint Yukon Program	220,000
Advertising of Internet Site	331,000
1-800 Number	15,000
Ad Agency Direct Expense	113,000
Talent, Tapes & Shipping	12,500
List Rental Program	65,000
Program Implementation	278,250
Total Advertising	\$3,119,405

Internet*

Site Development	\$90,000
Site Hosting	10,000
Program Implementation	48,500
Total Internet	\$148,500

Total Consumer Marketing

\$3,534,805

Niche Marketing

Winter Press Trip	\$ 36,000
Winter Promotions	17,000
Niche Advertising	200,000
Tourism North	250,000
Niche Brochure Program	180,000
World Congress on Adventure Travel	22,500
Program Implementation	66,750
Total Niche Marketing	\$772,250

Inquiry Fulfillment

Vacation Planner	\$1,209,712
Inquiry Section	70,000
Program Implementation	194,400
Total Inquiry Fulfillment	\$1,474,112

Trade International Marketing

Travel Shows & Memberships	\$ 103,600
International Contracts	
Japan	267,466
German-Speaking Europe	198,062
UK	109,576
Australia	71,500
Taiwan Fulfillment	3,000
Korean Fulfillment	2,500
Program Implementation & Admin.	207,700

Total Trade & International Marketing

\$963,404

Total \$6,928,571**

* Promotion of web site listed under Consumer Marketing – Advertising

** ATIA anticipates supplementing the FY 01 Marketing Plan with up to \$489,00 in additional marketing expenditures.

**FY01 DIRECT MAIL
PROJECTED RESPONSE BY DROP MATRIX
VERSION 1.0**

Mailing/Lists	Mail Quantity	% Response Projections	# Response Projections
September - Control Lists			
PI D'00 GOLD GOV	20,000	22%	4,400
PI D'00 BLUE GOV	20,000	16%	3,200
PI D'01 MODEL-GOLD GOV	45,000	28%	12,600
PI D'01 MODEL-BLUE GOV	20,000	21%	4,200
PI D'01 CONTROL- GOLD GOV	45,000	28%	12,600
PI D'01 CONTROL- BLUE GOV	20,000	21%	4,200
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
PI LIKELY 3YR- BLUE GOV	20,000	20%	4,000
PI LIKELY ?- GOLD GOV	20,000	23%	4,600
PI LIKELY ?- BLUE GOV	20,000	20%	4,000
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
SUBTOTAL	585,000		110,368
September - Back Test Lists			
GOOD SAM CLUB	25,000	14%	3,500
LIFESTYLE SEL-FF/FOR/NO KID	25,000	14%	3,500
MOTORHOME	25,000	14%	3,500
LIFESTYLE SEL-CRUISE/NO KID	25,000	14%	3,500
TRAILER LIFE	25,000	14%	3,500
ALASKA AIRLINES	9,000	14%	1,260
TARGET SOURCE-DOM TRAV/CAMP/NO KIDS	9,000	14%	1,260
READERS DIGEST-CRUISE/FOR/NO KIDS	9,000	14%	1,260
SUBTOTAL	152,000		21,280
September - Test Lists			
BOTTOM LINE TOMORROW	8,500	10%	850
TRAVEL HOLIDAY CLUB	8,500	10%	850
TRAVEL AMERICA	8,500	10%	850
AARP	8,500	10%	850
RV BOOK AND DIRECTORY	8,500	10%	850
CRUISE AMERICA	8,500	10%	850
ECONO SENIOR TOURS	8,500	10%	850
PREMIER LUXURY CLASS	8,500	10%	850
SUBTOTAL	68,000		6,800
SEPT TOTAL	805,000		138,448

**FY01 DIRECT MAIL
PROJECTED RESPONSE BY DROP MATRIX
VERSION 1.0**

Mailing/Lists	Mail Quantity	% Response Projections	# Response Projections
October - Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
SUBTOTAL	393,250		63,933
October- Test List			
NATIONAL GEO ADVENTURE	8,500	10%	850
ADVENTURES ABROAD	8,500	10%	850
TWA AMBASSADORS CLUB	8,500	10%	850
BACKROADS	8,500	10%	850
LAST FRONTIER ALASKA	8,500	10%	850
NAEA CRUISE AND TRAVEL	8,500	10%	850
FROMMER BUDGET TRAVEL	8,500	10%	850
SUBTOTAL	59,500		5,950
OCT TOTAL	452,750		69,883
November - Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
NOV TOTAL	393,250		63,933

**FY01 DIRECT MAIL
PROJECTED RESPONSE BY DROP MATRIX
VERSION 1.0**

Mailing/Lists	Mail Quantity	% Response Projections	# Response Projections
January - Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
JAN TOTAL	393,250		63,933
February- Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
FEB TOTAL	393,250		63,933
FY01 DIRECT MAIL TOTALS	2,437,500		400,130

Alaska Travel Industry Association Marketing Advisory Committees

Advisory Subcommittees

Strategic Planning Committee

Bob Dindinger, Chair Marketing Committee & Strategic Planning Subcommittee

Ann Campbell, Chair ATIA

Pam Foreman, Chair Collateral/Fulfillment Subcommittee

Pierre Germain, Chair Internet Subcommittee

Gary Odle, Chair Trade Development Subcommittee

Ron Peck, Chair Public Relations Subcommittee

Jerre Fuqua, Chair Advertising Subcommittee

Kirk Hoessle, Chair Research Subcommittee

Brad Phillips, Chair ATMC

Tina Lindgren, President

Collateral/Fulfillment Committee

Pam Foreman, Chair

Susan Springer

John Mazor

Bob Engelbrecht

Brad Walker

Jerre Fuqua

Internet Committee

Pierre Germain, Chair (ATMC)

Laurie Herman

Len Laurance

Joy Maples

Dave Karp

Dale Anderson

Peter Gruening

Carolyn Borjon

Brett Carlson

Bob Engelbrecht

Trade and International Committee

Gary Odle, Chair

Denise Belkoski

Dennis Brandon

Linda Melchert

Pierre Germain

Toni Walker

Advertising Committee

Jerre Fuqua, Chair (ATMC)

Bill Pedlar

Mary Novak-Beatty

Wanetta Ayers

Bob Engelbrecht

Peter Gruening

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Research Committee

Kirk Hoessle, Chair

Dale Fox

Charlie Ball

Bill Pedlar

Deb Hickok

John Mazor

Mya Renken

Public Relations Committee

Ron Peck, Chair (ATMC)

Sheri Gerhard

Brett Carlson

Patti Mackey

Toni Walker

Susan Springer

Dale Fox

Connie McKenzie

Sarah Leonard

Mya Renken

President and Marketing
Chair are ex-officio of
all marketing committees

1/23/02

MISSION

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1/23/02



Alaska Commission on Judicial Conduct


310 "K" Street, Suite 301, Anchorage, Alaska 99501
(907) 272-1033 In Alaska 800-478-1033 FAX (907) 272-9309
E-Mail: 10317@alaska.compuserve.com

Marla N. Greenstein
Executive Director
1-800-754-7100 (computer-assisted)

January 17, 2002

MEMORANDUM

TO: House Finance

FROM: Marla N. Greenstein
Executive Director 

RE: Mission and Measures

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. In fall of 2000, 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.

Measures

While our agency has a very limited function, below are some quantifiable results of our last year's work in the areas of complaint processing, advisory opinions and judicial education. Because we are not in the executive branch, we have not prepared the executive branch style measures and objectives.

I. Complaint Processing Standards

In 2001, staff responded in writing to 85 inquiries and handled approximately 500 verbal inquiries. We had appellate briefing and oral argument in one matter that is currently pending before the Alaska Supreme Court. Staff continued to make efforts to screen many complaints before they actually were filed with the Commission. The Commission consistently tends to open approximately two complaints a month requiring investigation. Since 1991, the Commission has a policy of processing all new complaints within 90 days and minimally investigating three complaints a month. This goal has been accomplished with the exception of complaints that are amended and those that concern on-going court cases.

II. Advisory Opinions and Judicial Education

In 2001, the Commission issued two Formal Advisory Opinions and 60 Informal Advisory Opinions to judicial officers. Formal Opinions are drafted by the Commission's Advisory Opinion Committee and voted on at the next regularly scheduled Commission meeting. Informal advisory opinions are supplied to the inquiring judicial officer within 24 hours.

Memorandum
RE: Mission and Measures

Page Three
January 17, 2002

The Commission staff prepared and presented various educational programs for judicial officers and court staff. Program topics included intra-court communications and applying the Code of Judicial Conduct principles to others in the court. The Commission proposes educational programs annually in areas of concern as extrapolated from the Commission's complaints for the year.

**Comparison of Actions Taken by
Alaska Commission on Judicial Conduct**

Action taken	1995	1996	1997	1998	1999	2000	2001
Complaints investigated	20	15	15	21	32	19	17
Judges asked to respond in writing	0	0	2	0	0	0	1
Judges summoned before Commission	0	0	2	0	1	2	0
Dismissed before formal hearing	0	0	1	0	0	0	0
Dismissed as unsubstantiated	0	0	0	2	1	0	0
Dismissed for lack of jurisdiction	28	16	26	28	41	34	39
Dismissed for insufficient evidence after investigation	20	14	13	17	25	16	12
Private sanctions and cautionary letters	5	1	1	2	6	3	1

1/23/02

Agency Overview: Alaska Judicial Council

January 2002

I. Constitutional and Statutory Duties of the Judicial Council

- Screen applicants for judicial vacancies (Art. IV, sec. 5).
- Evaluate the performance of judges and make recommendations about retention (AS 15.35).
- Conduct studies and make recommendations to improve the administration of justice (Art. IV, sec. 9).

II. Judicial Council Budget

- Continuation budget - same level as FY'02 (\$750.0).
- Continuation of Courtwatch pass-through grant (\$30.0).
- Increments:
 - a) Funding for third year of labor contract (\$16.0);
 - b) Assessment of pro se litigation in Alaska (\$42.4).

III. Judicial Selection activity: past, expected for FY'03

IV. Judicial Retention Activity: past, planned for FY'03

V. Reports and Evaluations: recent work, current work, planned work

A. Criminal Justice Process Study — Charging practices and sentencing for 2,300 1999 felony cases — finished in summer 2002.

B. Criminal Justice Council — Interim status report on CJAC recommendations.

C. Civil case data collection (1997 Tort Reform) — Recent reports, recommended legislation.

D. Evaluation of therapeutic justice projects — Including Wellness Court, HB 172 courts, Mental Health Court, Anchorage Felony Drug Court, others (e.g., Family).

E. Victim's Handbook — Updated and rewritten.

F. Guide to Criminal Justice System — Now being revised.

G. Internet Bar Survey — Plan to finish developing, for cost-saving, better responses.

H. Study of Pro Se Litigation — Proposed in FY'03 increment.

I. Judicial Council Reports to Legislature and Supreme Court — 20th and 21st.

VI. Judicial Council Committee Work

Judicial Council Contact Information:

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CONTACT: Larry Cohn, Executive Director (279-2526 Ext. 1)

OBJECTIVES AND ACCOMPLISHMENT MEASURES:

Objectives

Accomplishment Measures

- | | |
|--|--|
| <p>1. Maintain judicial selection and retention activities.</p> <p>a) Evaluate applicants for judgeships, using in-depth sources of information.</p> <p>b) Evaluate judges standing for retention, maximizing public participation in the process.</p> <p>c) Conduct interim evaluation of judges who will stand for retention in 2004.</p> <p>d) Evaluate pro tem judges requesting certification from Supreme Court.</p> <p>e) Evaluate masters/magistrates based on request from Supreme Court.</p> | <p>a) 50-80 applicants evaluated for approximately six judgeships, using 12 or more sources of information about each applicant.</p> <p>b) Council evaluations of about 17 judges, including surveys of jurors, peace and probation officers, attorneys, court staff; public hearings; and information from credit, criminal, discipline, appeals, peremptory challenges, conflicts of interest, etc.</p> <p>c) Council evaluations of about 14 judges including surveys of attorneys and peace & probation officers.</p> <p>d) Supreme Court informed of evaluations of 4 to 6 judges.</p> <p>e) Complete attorney and peace officer surveys.</p> |
|--|--|

STATUTORY/REGULATORY CITATIONS

AK Const. Art. IV, Sec. 5,8, 9 AS 15.58.050; 18.85.030; 18.85.050; 22.05.080; 22.05.100; 22.07.060; 22.07.070	Judicial selection, research functions of the Council	Admin. Rule 23, Alaska Rules of Court	Judicial performance evaluation
22.10.100; 22.10.120; 22.10.150; 22.15.160; 22.15.170; 11.15.195; 43.05.410	Judicial, Public Defender, and Administrative Tax Law Judge selection and retention functions of the Council	AS 09.68.130; Civil Rule 41(a)(3); Appellate Rule 511(e)	Civil Case Data collection and analysis

**COMPONENT
OBJECTIVES AND
ACCOMPLISHMENT
MEASURES
Form CF2**

AGENCY Judicial Council

BRU Judicial Council

COMPONENT Judicial Council

Page 1 of 3

FY 03

CONTACT: Larry Cohn, Executive Director (279-2526 Ext. 1)

OBJECTIVES AND ACCOMPLISHMENT MEASURES:

Objectives

Accomplishment Measures

2. Improve administration of justice through recommendations to legislature and supreme court.

- a) Develop new information about the judicial selection process to help design additional, objective criteria for nomination of judicial candidates.
- b) Continue to encourage public participation in judicial performance evaluation by earlier mailouts for juror surveys.
- c) Coordinate data collection and analysis with other state agencies. Provide data on tort reform, civil justice, and domestic relations issues to legislature and others.
- d) Provide accurate and useful information about criminal justice process to legislature, public, and other agencies.

- a) Continue work on database of judicial applicants on imaging system, and judge profile database.
- b) Mail out juror surveys soon after trial is completed for estimated 2,000 jurors. Send juror comments to judges to give feedback from public.
- c) Provide justice-related data in response to requests from legislature, courts, state agencies, and the public. Provide data to assist public through projects such as Child Support Guidelines information web site.
- d) Update manual for public use about the criminal justice process. Continue work with the Criminal Justice Council to carry out the recommendations of the Criminal Justice Assessment Commission. Continue criminal justice process study focusing on disproportionate numbers of minority defendants. Evaluate and accumulate baseline data regarding the therapeutic justice projects including the felony drug court, the court-coordinated resources project, the wellness court, and the two superior court projects in Anchorage and Bethel established by legislature to focus on defendants charged with multiple driving while intoxicated offenses and other alcohol-related offenses.

STATUTORY/REGULATORY CITATIONS

AK Const. Art. IV, Sec. 5,8, 9 AS 15.58.050; 18.85.030; 18.85.050; 22.05.080; 22.05.100; 22.07.060; 22.07.070	Judicial selection, research functions of the Council	Admin. Rule 23, Alaska Rules of Court	Judicial performance evaluation
22.10.100; 22.10.120; 22.10.150; 22.15.160; 22.15.170; 11.15.195; 43.05.410	Judicial, Public Defender, and Administrative Tax Law Judge selection and retention functions of the Council	AS 09.68.130; Civil Rule 41(a)(3); Appellate Rule 511(e)	Civil Case Data collection and analysis

**COMPONENT
OBJECTIVES AND
ACCOMPLISHMENT
MEASURES
Form CF2**

AGENCY Judicial Council
BRU Judicial Council
COMPONENT Judicial Council

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FY 03

CONTACT: Larry Cohn, Executive Director (279-2526 Ext. 1)

OBJECTIVES AND ACCOMPLISHMENT MEASURES:

Objectives

Accomplishment Measures

(2. Improve administration of justice---continued)

- e) Collect and analyze civil case data as required by statute.
- f) Followup rural justice work to maximize productivity of previous efforts.

- e) Collect data and issue report to legislature.
- f) Work with court, state agencies, public groups and local governments to improve effectiveness of dispute resolution organizations.

STATUTORY/REGULATORY CITATIONS

AK Const. Art. IV, Sec. 5,8, 9 AS 15.58.050; 18.85.030; 18.85.050; 22.05.080; 22.05.100; 22.07.060; 22.07.070	Judicial selection, research functions of the Council	Admin. Rule 23, Alaska Rules of Court	Judicial performance evaluation
22.10.100; 22.10.120; 22.10.150; 22.15.160; 22.15.170; 11.15.195; 43.05.410	Judicial, Public Defender, and Administrative Tax Law Judge selection and retention functions of the Council	AS 09.68.130; Civil Rule 41(a)(3); Appellate Rule 511(e)	Civil Case Data collection and analysis

COMPONENT
OBJECTIVES AND
ACCOMPLISHMENT
MEASURES
Form CF2

AGENCY Judicial Council
BRU Judicial Council
COMPONENT Judicial Council

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FY 03

ATTACHMENT A
FY 2003 Agency Overview
Alaska Judicial Council
Judicial Council Component

Introduction

The Alaska Judicial Council is charged under Alaska's Constitution and statutes with: (1) screening and nominating judicial applicants; (2) evaluating the performance of judges and making evaluation information and recommendations available to the voters; and (3) conducting studies and making recommendations to improve the administration of justice. The Council's proposed FY 2003 budget falls into two categories. First, the Council is submitting basically a continuation budget at the level of its FY 2002 base. Second, the Council proposes one increment that would enable the Council to undertake an important and timely study of the nature, extent, and effect of self-representation in Alaska. An increment is also included for year three of the state labor contracts. Summaries of components for all parts of the Council's proposed budget are attached (see Attachments B, C, D, E and F).

Continuation Budget

The Council's base budget is \$750.1. The budget in FY 2002 included a one-time carry-over of \$39.2 for the Comprehensive Criminal Justice Process Study (discussed below), resulting in a total of \$789.3. Continuation of the \$750.1 base funding for FY 2003 would allow the Council to carry out its constitutional and statutory duties, if the Council is able to supplement funding by seeking grants and working with other state agencies.

The continuation budget will permit the Council to conduct:

1. **Judicial Selection**: The constitution and statutes require the Council to evaluate applicants for judicial positions (and for public defender and administrative tax law judges) and to make nominations to the governor for appointment. The Council's thorough assessment of each applicant's qualifications includes detailed analysis of work experience, education, character, temperament and skills. For each position, the Council comprehensively investigates all applicants' backgrounds, surveys all members of the bar about applicants' qualifications, holds a public hearing, and interviews each applicant at the location of the vacancy. The Council expects to fill about five or six positions every year.

2. **Judicial Retention**: Alaska statutes require the Council to evaluate every judge standing for retention and make the evaluations public. The Council asks members of the bar, all peace and probation officers, court employees, social workers and guardians ad litem, and jurors who have served with the judge to assess each judge's performance. Public hearings, extensive review of other information about the judges' activities and performance, and interviews with some judges complete the evaluation process. The public participates in every phase of the evaluation, through hearings, advertisements, and public presentations. The Council will be evaluating the judges on the ballot in

2002 during FY 2002 and informing the public, as required by law, about the results of its evaluations in FY 2003.

3. Research

a. *Judicial Selection and Retention:* The Council routinely evaluates and improves its judicial selection and retention procedures. The Council will continue to seek new methods to better evaluate judicial applicants and judges up for retention elections, and to encourage public participation in these processes.

b. *Criminal Justice Computer System Coordination:* The 1993 legislature appropriated \$75.0 in capital funds to support Judicial Council work with the criminal justice agencies to develop a plan to coordinate/integrate Alaska's criminal justice computer systems. While this capital project money was used by FY'95, the Council will continue to work with Alaska's criminal justice agencies to promote coordination of their computer systems. The Council serves on the Statutory Criminal Justice Information Advisory Board and works with several other justice system committees.

c. *Criminal Justice Council:* The Criminal Justice Assessment Commission (CJAC) was established to address prison overcrowding and other criminal justice needs in Alaska. Prison overcrowding in Alaska has been the subject of costly litigation, and the prison population grew to record numbers in FY 2002. Executive and judicial branch agencies formed the Criminal Justice Council (CJC) in May 2000 to implement the CJAC recommendations. Members asked the Judicial Council to staff the CJC work. The Council has provided cost-effectiveness data for the legislature, worked with agencies to reduce prison overcrowding and coordinated policy analyses with the CJC members. The Judicial Council will continue this work, and will report periodically on progress made toward carrying out the CJAC recommendations.

d. *Civil Case Data:* In 1997, as part of "tort reform" legislation, the Council was directed to report on closed civil cases, using data from forms completed by attorneys and parties in those cases. In May, 2001, the Council issued a report based on this data, with analysis and recommendations for future data collection. The Council will continue to collect and analyze data, and to assess ways to enhance the accumulation and significance of this data.

e. *Evaluation of Therapeutic Justice Projects:* The court system, executive branch and the legislature have established several specialized therapeutic justice projects to address drug abuse, alcohol abuse, and persons with mental health problems in the criminal justice system. These projects are intended to reduce recidivism, reduce the cost of incarceration, and increase the likelihood that defendants will return to their communities as productive individuals.

The federally funded felony drug court in Anchorage began operation in June 2001. Two new superior court judgeships in Anchorage and Bethel were established by the legislature to focus on defendants charged with multiple driving while intoxicated defenses and other alcohol-abuse related offenses. Additionally, the district court in Anchorage is administering two therapeutic justice projects. The Court-Coordinated Resources Project identifies and diverts to community based

treatment mentally ill persons who enter the criminal justice system for misdemeanor offenses. The Anchorage Wellness Court focuses on chronic misdemeanants addicted to alcohol.

The Judicial Council is collecting data with which to evaluate the effectiveness of these projects. The legislature mandated evaluation of the new courts in Anchorage and Bethel; federal funding provides for evaluation of the felony drug court in Anchorage; and the Mental Health Trust Authority is funding the Court Coordinated Resources Project evaluation. The Judicial Council will collect and evaluate data from these courts over the next two to four years.

f. *Criminal Justice Process Study*: The Supreme Court's Advisory Committee on Fairness and Access recommended that the Judicial Council study felony cases, from arrest through sentencing. The recommendation focused on identifying reasons for the disproportionate numbers of minority defendants in the criminal justice system. The Council has collected data from approximately 2,400 felony cases statewide, and is analyzing it in FY 2002. The Council also will use data it has collected to establish a baseline for evaluating the felony-level therapeutic justice projects discussed above.

g. *Miscellaneous*: Council staff have worked with and expect to continue working with the court system, legislature, and other agencies on such diverse topics as mediation, racial and sexual bias, judicial education, rural justice, domestic violence, child support guidelines, and criminal justice needs and effective measures.

Decrement

In FY 2002, the legislature approved the one-time carry-over of funds (\$39.2) for the Comprehensive Criminal Justice Process Study. The Council anticipates that it will complete this work in FY 2002.

Increment

The Council has submitted a continuation budget because of the State's limited resources. Nevertheless, the Council proposes one new and important project.

The Council seeks to study the extent, nature, and significance of Alaska court cases that involve self-represented litigants. Statistics from the limited number of other jurisdictions that have studied the issue indicate that substantial numbers of civil litigants represent themselves. Some courts report that more than half of their new civil case filings involve one or more self-represented litigants. Research shows that the trend is continuing. In Alaska, history, economy, and values suggest that more than average numbers of parties represent themselves and will continue to do so.

Self-representation is not a phenomenon confined to indigent people. Increasing numbers of "middle class" litigants cannot afford counsel. Nor is self-representation simply dictated by economics. More people are electing to engage in various modes of "self-help" as evidenced by self-service gas stations, do-it-yourself home improvement centers, for sale-by-owner real estate transactions, e-trading, self-help internet medical diagnosis, and home schooling.

The proposed study would quantify the percentages and types of civil cases in Alaska that involve self-represented litigants. The study would include a survey of litigants who had represented

themselves, to better understand their reasons and experiences. The Council would critique the efficacy of self-representation by comparing results achieved by self-represented litigants to results obtained by counsel in similar cases. The assessment would confirm interview and other evidence from judges, lawyers, and the public, that significant numbers of litigants are representing themselves, and make recommendations for improvements.

Self-represented litigants would not be the only beneficiaries of this work. More informed and better prepared self-represented litigants improve the efficiency of the judicial system and foster more just results. Carrying out the report's recommendations would create a justice system more responsive to the public's needs.

The total estimated costs for the proposed project are \$42.4. See Attachment C.

Increment

Documentation for the \$16.5 increment for year three of the labor contracts is attached as Attachment F.

ATTACHMENT B
FY 2003 Agency Overview
Alaska Judicial Council
CourtWatch Component

Introduction

The Alaska Judicial Council is charged under Alaska's Constitution and statutes with: (1) screening and nominating judicial applicants; (2) evaluating the performance of judges and making recommendations to the voters on whether the judges should be retained; and (3) conducting studies and making recommendations to improve the administration of justice. The Council is submitting a continuation budget for the CourtWatch component at exactly the level of its FY 2002 adjusted base. A budget detail is attached (see Attachment E).

Continuation Budget: CourtWatch Component

The Judicial Council's adjusted base budget for this component is \$30.0. Continuation of this level of funding for FY 2003 would allow the CourtWatch program run by the Victims for Justice organization to continue its valuable program that gives volunteer citizens the training and opportunity to evaluate the performance of judges in Anchorage (and more recently in Palmer and Kenai).

The Council values the information from the CourtWatch program and uses it in its retention evaluation of judges and voter pamphlet pages.

ATTACHMENT C
FY 2003 Agency Overview
Alaska Judicial Council

Study of Self-Represented Litigants
(Increment)

Summary

The Council seeks to study the extent, nature, and significance of Alaska court cases that involve self-represented litigants. Research from other jurisdictions demonstrates that substantial numbers of civil litigants represent themselves and that this trend is continuing. Assessment of the scope and character of the pattern in Alaska would benefit litigants, courts, and the dispensation of justice.

The Judicial Council proposes to:

- establish baseline data for the numbers and types of self-represented litigants in Alaska civil cases,
- determine the quality of outcomes for self-represented litigants as compared to those represented by attorneys, and
- assess the need for changes in justice system policies and procedures to allow the most effective interactions between the justice system and self-represented litigants.

The total estimated costs for the proposed project are \$42,395.

Need

No reliable data exist about the numbers and types of self-represented litigants (also called *pro se* litigants) in Alaska courts. National data indicate that in many types of cases in courts throughout the country, as many as 60% to 80% involve one or more *pro se* litigants. The concentrations of self-represented litigants tend to be greater in domestic relations cases, business and torts cases and other civil cases than in criminal cases or child in need of aid cases for which publicly-funded attorneys are available. Although the court's small claims procedures are designed with the assumption that most litigants will represent themselves, most other court rules and procedures assume that litigants will be represented by counsel. Alaska needs to determine what percentage of persons entering the justice system represent themselves, the types of cases in which this is most common, and the quality of outcomes for these litigants. To address the issues raised by increasing numbers of self-represented litigants, the state needs to understand why litigants choose to represent themselves. Finally, the justice system needs to consider what changes in policies and procedures will encourage the most effective and efficient interactions with self-represented litigants.

Benefits

The state will benefit by having baseline data against which to measure future changes in the numbers and types of self-represented litigants. Justice system practitioners and the public also should know how well self-represented litigants fare when compared with those represented by

attorneys. Addressing the needs of self-represented litigants will result in more efficient litigation and more just outcomes. The report would lead to a justice system which is more responsive to the public's needs.

Methods

The Council proposes to assess the needs outlined in this proposal using three methods:

- 1) **Data Collection from court case files:** The Council will collect data from 1,500 to 2,000 court case files, for selected types of cases. In order to focus the work more precisely on the areas that appear to need the most assistance, the Council will not review appellate cases, criminal cases, child in need of aid cases, some types of probate cases or small claims cases. From the remaining types of cases, the Council will draw weighted samples from several courts around the state.

Data collected from files will include litigant status (represented or not), type of case, status of other parties in the case (represented or not), some estimate of the size or complexity of the case, case outcome and litigants' addresses (for contact with a survey questionnaire). The data collection also will include the case number and other identifying information.

- 2) **Survey of litigants:** The Council will send a survey to all self-represented litigants whose addresses are available. Follow-up for the survey will include a second mailing and telephone follow-up. The survey questions will include demographic information and questions about litigants' satisfaction with the case outcomes, their perception of the difficulties of representing themselves, and their comments about helpful changes that the justice system could make.
- 3) **Interviews:** Interviews with up to one hundred litigants will supplement the information obtained from case files and surveys, and will allow the Council to explore litigants' satisfaction and concerns in greater depths. The interviews will be conducted with both self-represented litigants and those represented by attorneys, to compare experiences and satisfaction with the justice system.

Analysis and Report

The Council will analyze the data from each of the three data collections using appropriate statistical and qualitative methods. The report prepared for use by the justice system, legislature and public will present the findings from the analysis of court case files, surveys and interviews. Background information included in the report will provide the context of how Alaska compares with other jurisdictions in numbers and types of self-represented litigants, and their satisfaction and experiences with the justice system. The report will conclude with recommendations for changes in justice system policy and procedures to assure fairness for all participants and best use of resources to effectively handle cases with self-represented litigants.

Budget

The Council estimates that the proposed needs assessment and report will cost \$42,395. Major costs include:

A. Personnel

The Council will use its existing staff for a substantial portion of the work, including project design, data analysis and final preparation of the report. Supplemental staff will include:

1. Two research assistants to collect data. Estimated 2,000 court case files, fifteen minutes per file = 500 hours or 250 hours per assistant = 6.67 weeks, plus two days training = approximately seven weeks each, or 262.5 hours at approximately \$15.68/hour (12A), total per research assistant = \$4,442 each (\$4,115 Gross/\$327 Benefits), or \$8,884 for data collection.
2. Temporary interviewer to conduct in-person interviews with approximately 100 self-represented litigants. Each interview will require about two and one-half hours for preparation, interview (one-half hour) and write-up. Two hundred and fifty hours, plus ten hours of training and ten hours of wrap-up time (270 hours) at approximately \$15.68/hour (12A) = \$4,569 (\$4,232 Gross/\$337 Benefits).

Personal Services Subtotal = \$13,453

B. Professional Services

1. Surveys. Survey questionnaires to approximately 1,000 self-represented litigants, with follow-up questionnaires and phone calls. Estimated cost for printing, mailing, second mailing, data entry, transcription of comments and analysis is \$7,000. It is likely that this work would be contracted to UAA or a private contractor.
2. Data analysis. Much of the preliminary data analysis will be done in-house by Council staff. The cost for these services including University of Alaska indirect costs is estimated at \$70/hours. The most complex data analysis will be contracted to a UAA group (e.g., ISER) or a private contractor for 200 hours, or \$14,000.
3. Report preparation and distribution. Drafts of the report will be written and circulated for review by existing Council staff. To prepare and distribute the final report, the

Council will use temporary clerical assistance at an estimated \$15/hour for three weeks (\$1,688).

Professional Services Subtotal = \$22,688

C. Other Costs

Other costs for this project include printing and mailing of the report. The breakdown for these costs is estimated at:

1. Report printing and mailing. The report will cost an estimated \$4.50 to print (based on recent experience), for 1,000 copies, or \$4,500. Mailing costs are estimated at \$3.50/copy for 500 copies, or \$1,750. The total costs for printing and mailing the report are \$6,250. In addition, the Council will make the report available on its website, and through state, university and local libraries.

Contractual (Other) Subtotal = \$6,250

Budget Total

The total estimated costs for the proposed project are \$42,395.

Attachment D
FY 2003 Budget Detail
Agency: Judicial Council
BRU: Judicial Council
Component: Judicial Council

FY 2003 Budget Request					
Budget Detail	FY 2003 Adjusted Base	FY 2003 Decrement: Criminal Justice Process Review Carry-Over	FY 2003 Increment: Year 3 Labor Costs	FY 2003 Increment: Self- Represented Litigants Study	FY 2003 Budget Request
100 - Personal Services	\$535.2		\$16.5	\$13.4	\$565.1
200 - Travel					
72240 - Field Travel	\$2.3				\$2.3
Staff travel to Council meetings	\$2.3				\$2.3
Travel for research/training	\$0.0				\$0.0
72270 - Administrative Travel	\$1.5				\$1.5
Administrative staff travel to Juneau for legislative work and liaison with executive agencies	\$1.5				\$1.5
72330 - Boards, Commissions and Legislators' Travel	\$12.4				\$12.4
Judicial Council members travel to Council meetings	\$12.4				\$12.4
72390 - Non-Employee Travel	\$0.0				\$0.0
Cost of judicial applicant travel to interviews or judge travel to interviews for retention	\$0.0				\$0.0
72500 - Per Diem	\$8.4				\$8.4
Per diem expenses for all travel described above	\$8.4				\$8.4
TOTAL TRAVEL	\$24.6				\$24.6
300 - Contractual Services					
73100 - Professional Services	\$96.5	(\$39.2)		\$22.7	\$80.0
Criminal Justice Process Study Evaluation and Report	\$39.2	(\$39.2)			\$0.0
Judicial vacancy survey and analysis	\$40.0				\$40.0
Misc. judicial applicant investigation	\$6.5				\$6.5
Research contractual costs	\$5.0			\$21.0	\$26.0
Training/Technical Assistance/Seminars	\$2.0				\$2.0
Temporary Secretary	\$3.0			\$1.7	\$4.7
Council awards, photos, engravings	\$0.8				\$0.8
73253 - DP Chargeback (DOA)	\$0.0				\$0.0

Attachment D
FY 2003 Budget Detail
Agency: Judicial Council
BRU: Judicial Council
Component: Judicial Council

Budget Detail	FY 2003 Adjusted Base	FY 2003 Decrement: Criminal Justice Process Review Carry-Over	FY 2003 Increment: Year 3 Labor Costs	FY 2003 Increment: Self- Represented Litigants Study	FY 2003 Budget Request
73300 - Communications	\$20.4			\$1.8	\$22.2
Telephone costs	\$8.4				\$8.4
Postage	\$12.0			\$1.8	\$13.8
73400 - Transportation	\$1.1			\$0.0	\$1.1
Courier and delivery services	\$1.1				\$1.1
73500 - Advertising, Printing and Binding	\$48.0			\$4.5	\$52.5
Meeting & public hearing notices	\$4.0				\$4.0
Printing selection announcements & surveys	\$5.0				\$5.0
Judicial retention survey/analysis/ads	\$25.0				\$25.0
Misc. printing \ biennial report	\$8.0				\$8.0
Subscriptions, publications	\$2.0				\$2.0
Information services	\$2.0				\$2.0
Research printing	\$2.0			\$4.5	\$6.5
73700 - Minor Repair and Maintenance	\$6.7			\$0.0	\$6.7
Copier maintenance	\$2.7				\$2.7
Computer & network maintenance	\$2.0				\$2.0
Imaging system maintenance	\$1.0				\$1.0
Misc. maintenance & repair (includes telephone, fax, etc)	\$1.0				\$1.0
73800 - Rental for Land, Buildings and Space	\$40.9			\$0.0	\$40.9
Office lease	\$40.9				\$40.9
73860 - Rental for Machinery and Equipment	\$0.8			\$0.0	\$0.8
Postage meter	\$0.8				\$0.8
73900 - Other Expenditures and Services	\$1.5			\$0.0	\$1.5
Conferences and training; professional association memberships	\$1.5				\$1.5
TOTAL CONTRACTUAL	\$215.9	(\$39.2)		\$29.0	\$205.7

Attachment D
FY 2003 Budget Detail
Agency: Judicial Council
BRU: Judicial Council
Component: Judicial Council

Budget Detail	FY 2003 Adjusted Base	FY 2003 Decrement: Criminal Justice Process Review Carry-Over	FY 2003 Increment: Year 3 Labor Costs	FY 2003 Increment: Self- Represented Litigants Study	FY 2003 Budget Request
400 - Supplies					
74220 - Office and Library Supplies	\$3.8				\$3.8
74560 - Data Processing Supplies	\$3.8				\$3.8
TOTAL SUPPLIES AND MATERIALS	\$7.6				\$7.6
500 - Equipment					
75830 - Data Processing Equipment	\$5.5				\$5.5
76050 - Furniture and Office Equipment	\$0.5				\$0.5
TOTAL EQUIPMENT AND MACHINERY	\$6.0				\$6.0
700 - Grants/Claims					
77540 - Other Grants/Awards	\$0.0				\$0.0
TOTAL GRANTS/CLAIMS	\$0.0				\$0.0
Total	\$789.3	(\$39.2)	\$16.5	\$42.4	\$809.0

Attachment E
FY 2003 Budget Detail
Agency: Judicial Council
Component: CourtWatch

FY 2003 Budget Request			
Budget Detail	FY 2003 Adjusted Base		FY 2003 Budget Request
700 - Grants/Claims			
77540 - CourtWatch Grant	\$30.0		\$30.0
TOTAL GRANTS/CLAIMS	\$30.0		\$30.0
Total	\$30.0		\$30.0

Judicial Council (#770)

Attachment F --- FY 2003 Labor Costs (Increment)

Without
COLA
FY'03
Annual
Salary

Agency: Judicial Council

BRU: Judicial Council

Component: Judicial Council

Without 3% COLA Increase

Core Positions		Months	Type of Position	SBS	PERS	Health Ins + Risk Mgt	Variables	Total Benefits	Total Salary & Benefits
EXECUTIVE DIRECTOR	\$81,242	12.0	FT	\$4,980	\$5,849	\$7,578	\$3,453	\$21,860	\$103,102
SENIOR STAFF ASSOCIATE	\$106,152	12.0	FT	\$5,202	\$7,643	\$7,578	\$4,511	\$24,934	\$131,086
STAFF ATTORNEY	\$53,899	12.0	FT	\$3,304	\$3,881	\$7,578	\$2,291	\$17,053	\$70,952
SYSTS ENGR/PROGRAMMER	\$64,094	12.0	FT	\$3,929	\$4,615	\$7,578	\$2,724	\$18,846	\$82,940
FISCAL OFFICER	\$59,131	12.0	FT	\$3,625	\$4,257	\$7,578	\$2,513	\$17,973	\$77,104
ADMIN. ASSISTANT/WEB ADMINISTRATOR	\$54,107	12.0	FT	\$3,317	\$3,896	\$7,578	\$2,300	\$17,090	\$71,197
RESEARCH ASSOCIATE	\$29,269	9.6	FT	\$1,794	\$2,107	\$7,578	\$1,244	\$12,723	\$41,992
EXECUTIVE SECRETARY	\$26,795	11.2	FT	\$1,643	\$1,929	\$7,578	\$1,139	\$12,289	\$39,084
Subtotal Staff	\$474,689	92.8		\$27,793	\$34,178	\$60,624	\$20,174	\$142,769	\$617,458
Increment: Study of Self-Represented Litigants									
RESEARCH ASSISTANT	\$3,995	2.0	PT	\$245	\$0	\$0	\$73	\$318	\$4,313
RESEARCH ASSISTANT	\$3,995	2.0	PT	\$245	\$0	\$0	\$73	\$318	\$4,313
RESEARCH INTERVIEWER	\$4,109	2.0	PT	\$252	\$0	\$0	\$75	\$327	\$4,436
Subtotal Increment	\$12,099	6.0		\$742	\$0	\$0	\$220	\$962	\$13,061
Total FY2003 Budget Request	\$486,788	98.8		\$28,534	\$34,178	\$60,624	\$20,394	\$143,731	\$630,519

With 3%
COLA
FY'03
Annual
Salary

With 3% COLA Increase

Core Positions		Months	Type of Position	SBS	PERS	Health Ins/Risk Mgt	Variables	Total Benefits	Total Salary & Benefits
EXECUTIVE DIRECTOR	\$83,679	12.0	FT	\$5,130	\$6,025	\$7,578	\$3,556	\$22,289	\$105,968
SENIOR STAFF ASSOCIATE	\$109,337	12.0	FT	\$5,202	\$7,872	\$7,578	\$4,647	\$25,299	\$134,635
STAFF ATTORNEY	\$55,516	12.0	FT	\$3,403	\$3,997	\$7,578	\$2,359	\$17,338	\$72,854
SYSTS ENGR/PROGRAMMER	\$66,017	12.0	FT	\$4,047	\$4,753	\$7,578	\$2,806	\$19,184	\$85,201
FISCAL OFFICER	\$60,905	12.0	FT	\$3,733	\$4,385	\$7,578	\$2,588	\$18,285	\$79,190
ADMIN. ASSISTANT/WEB ADMINISTRATOR	\$55,730	12.0	FT	\$3,416	\$4,013	\$7,578	\$2,369	\$17,375	\$73,106
RESEARCH ASSOCIATE	\$30,147	9.6	FT	\$1,848	\$2,171	\$7,578	\$1,281	\$12,878	\$43,025
EXECUTIVE SECRETARY	\$27,599	11.2	FT	\$1,692	\$1,987	\$7,578	\$1,173	\$12,430	\$40,029
Subtotal Staff	\$488,930	92.8		\$28,471	\$35,203	\$60,624	\$20,780	\$145,077	\$634,007
Increment: Study of Self-Represented Litigants									
RESEARCH ASSISTANT	\$4,115	2.0	PT	\$252	\$0	\$0	\$75	\$327	\$4,442
RESEARCH ASSISTANT	\$4,115	2.0	PT	\$252	\$0	\$0	\$75	\$327	\$4,442
RESEARCH INTERVIEWER	\$4,232	2.0	PT	\$259	\$0	\$0	\$77	\$336	\$4,569
Subtotal Increment	\$12,462	6.0		\$764	\$0	\$0	\$227	\$991	\$13,453
Total FY2003 Budget Request	\$501,392	98.8		\$29,234	\$35,203	\$60,624	\$21,006	\$146,068	\$647,459

Core positions only-Does not include Self-Represented Litigants Increment already calculated on Form C100 and Increment Form C5.

Benefits

SBS .0613 PERS .0720

Health Insurance: \$630 Risk Mgt. - \$1.50 Total \$631.50

Variables: Leave Cash-in .0029, Terminal Leave .0076, UI .0037, WC .0138, Medicare .0145 -- Total .0425

FY'03
Increment
\$16.5

1/23/02

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:

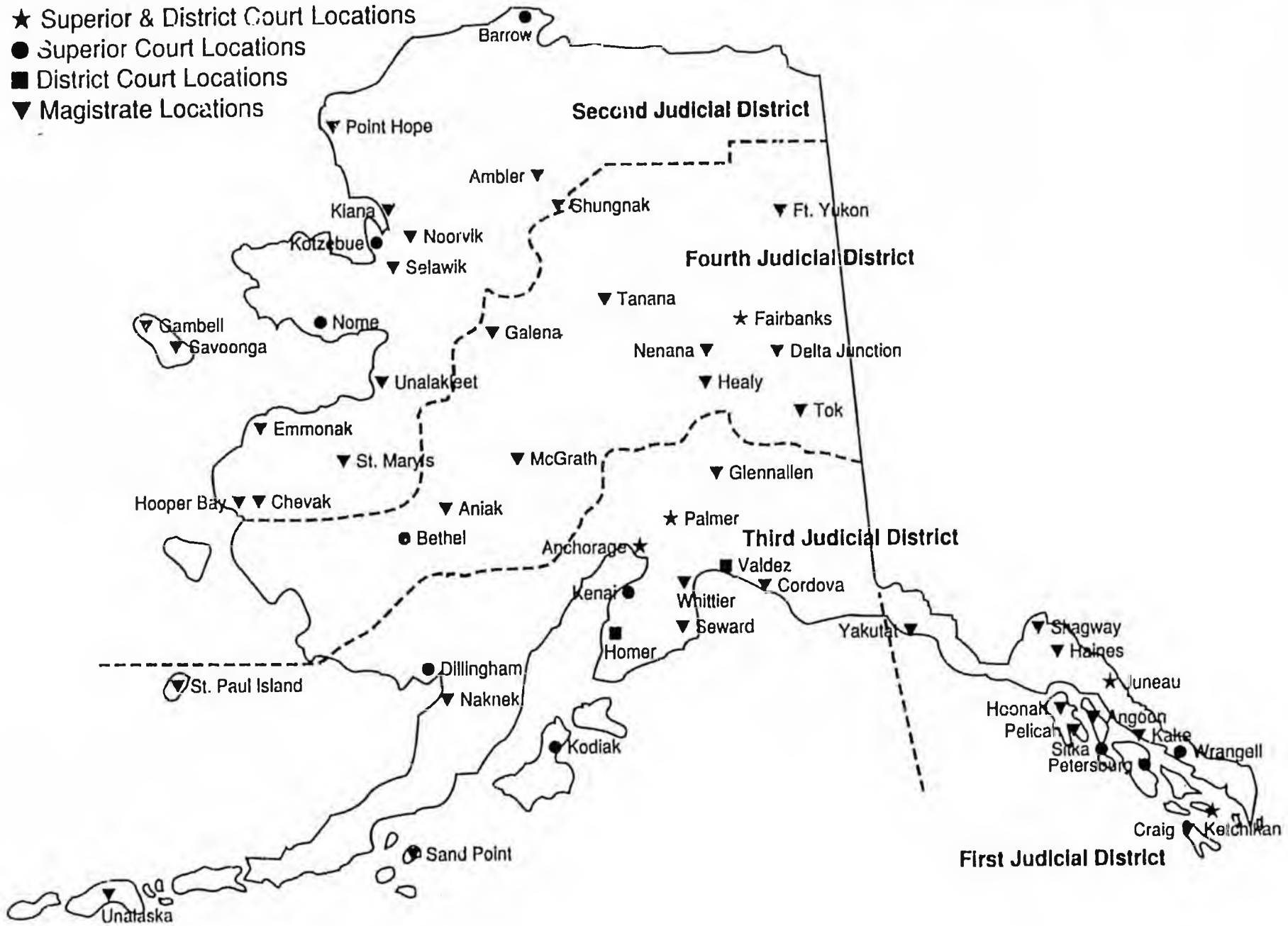
- ◆ Individual citizens of Alaska, who access the courts as litigants, jurors and witnesses, and for such auxiliary services as deposits of wills and public record information
- ◆ Businesses and organizations, which access the courts as litigants and which are recipients of justice system information
- ◆ 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

ALASKA COURT LOCATIONS

- ★ Superior & District Court Locations
- Superior Court Locations
- District Court Locations
- ▼ Magistrate Locations



ALASKA COURT SYSTEM
(Information as of June 30, 2001)

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 18 district court judges 60 magistrates
Number of Court Locations:	16* combined superior and district court 42 district courts only (judge and/or magistrate)

*Includes three locations without resident superior court judges: Wrangell, Petersburg and Valdez.

FIVE LARGEST TRIAL COURTS
(by number of permanent full-time employees)

Anchorage	212
Fairbanks	82
Juneau	33
Palmer	25
Kenai	21

Alaska Court System
FY 2002 Authorized Budget Overview
 (Excludes Federal Grant Funds)

<u>Budget Category</u>	<u>Funding Amount</u>	<u>Percentage of Budget</u>
Personal Services	\$38,725,300	76.2%
<u>Classification</u>		
<i>(Permanent positions)</i>		
Clerical <i>(ranges 6 - 14)</i>	437	60.7%
Law clerk <i>(ranges 13 - 15)</i>	56	7.8%
Semi-professional <i>(ranges 15 - 20)</i>	49	6.8%
Manager <i>(ranges 21 and above)</i>	42	5.8%
Magistrate	60	8.3%
Judge <i>(active / pro tem)</i>	76	10.6%
Totals	720	100.0%
Travel	973,600	1.9%
<i>Case-related travel (21%), jury meals and lodging (24%), administrative travel (26%) and employee training (29%)</i>		
Contractual	9,829,900	19.3%
<i>Jury, witness & professional fees (19%), space rental & utilities (30%), equipment rental (3%), telephone, postage & network (15%), subscriptions (13%), repairs & maintenance (18%), and other (2%)</i>		
Supplies	795,400	1.6%
<i>Office and library supplies</i>		
Equipment	295,100	0.6%
<i>Replacement office and courtroom equipment</i>		
Leasehold Improvements	186,600	0.4%
<i>Minor remodeling, painting and carpeting</i>		
Total FY 2002 Budget (excluding federal funding)	\$ 50,805,900	100.0%

Alaska Court System

FY2001 Funds Collected on behalf of Cities and Boroughs

<u>City/Borough</u>	<u>Total Funds Collected by Court</u>
Anchorage	\$839,144
Angoon	520
Barrow	11,370
Bethel	6,262
Cordova	7,764
Craig	1,092
Dillingham	1,848
Emmonak	760
Fairbanks	19,061
Fairbanks Borough	4,395
Galena	586
Haines	3,586
Homer	30,137
Hoonah	3,595
Juneau	94,123
Kake	738
Kenai	23,420
Ketchikan	43,085
Klawock	874
Kodiak	18,948
Kodiak Island Borough	75
Kotzeube	3,813
Matsu Borough	9,505
Nenana	33,030
Nome	1,070
North Pole	4,395
Palmer	66,969
Petersburg	300
Point Hope	240
St. Mary's	1,330
St. Paul	1,141
Seward	18,808
Sitka	23,579
Skagway	2,541
Soldotna	12,000
Unalakleet	1,810
Unalaska	655
Valdez	27,201
Wasilla	65,836
Wrangell	5,643
Yakutat	330
Totals	<u><u>\$1,391,577</u></u>

ALASKA COURT SYSTEM

October 2001 Permanent Fund Dividends Processed
(as of 1/8/02)

<u>Court</u>	<u>PFD Totals by Court</u>
Anchorage Court	\$5,345,914
Angoon	4,701
Aniak	10,012
Barrow	81,709
Bethel	134,428
Chevak/Scam Bay/Hoop Bay	5,197
Cordova	6,120
Craig	38,987
Delta Junction	21,136
Dillingham	74,101
Emmonak	3,663
Fairbanks	1,592,651
Fort Yukon	8,578
Galena/McGrath	5,825
Glennallen	22,755
Haines	19,287
Healy	3,304
Homer	74,452
Hoonah	13,725
Juneau	969,334
Kake	9,989
Kenai	496,176
Ketchikan	452,977
Kodiak	135,609
Kotzebue	67,059
McGrath	4,809
Naknek	18,403
Nenana	10,905
Nome	90,778
Palmer	669,740
Petersburg	46,164
Saint Marys/Mtn Village	15,096
Saint Paul Island	7,315
Sand Point	6,942
Seward	41,518
Sitka	157,360
Tanana	4,410
Tok	24,045
Unalakleet	22,944
Unalaska	14,339
Valdez	31,731
Wrangell	53,401
Yakutat	10,992
Totals	<u><u>\$10,828,672</u></u>

Alaska Court System
FY01 Court Revenues Deposited to the General Fund

Fines and Forfeitures	\$3,910,300
Case Filing Fees	1,714,900
Clerical and Miscellaneous Fees (Transcripts, Notaries, Copies)	319,900
Cost Recoveries	233,000
Interest Income	<u>429,000</u>
Total FY01 General Fund Revenue	<u><u>\$6,607,100</u></u>

Alaska Court System
FY01 Revenues Collected for Other State Agencies

Alaska Police Standards Council (Surcharges)	\$576,102
Health and Social Services (Vital Statistics)	<u>217,800</u>
Total FY01 Revenues Collected for Other State Agencies	<u><u>\$793,902</u></u>

Department of Law
FY01 Collections of Costs and Fees Imposed by Courts

Cost of Appointed Counsel	\$936,026
Cost of Incarceration	853,777
Court Fines and Bonds	1,439,085
Traffic and Minor Offense Fines	524,459
Collection Costs	117,225
Court Costs	95,869
Civil	<u>27,139</u>
Total Dept. of Law FY01 Collections of Court Costs and Fees	<u><u>\$3,993,580</u></u>

¹ Information supplied by Nancy Sullivan, Collections Coordinator, Collections and Support Section