

SCOMM

#10-5

UNIVERSITY OF WASHINGTON  
SEATTLE, WASHINGTON 98195

Graduate School of Public Affairs

March 22, 1979

Mr. Palmer McCarter  
Dept. of Community & Regional Affairs  
State of Alaska  
Pouch B  
Juneau, Alaska 99811

RECEIVED  
MAR 27 1979  
DEPT. OF COMMUNITY  
AND REGIONAL AFFAIRS

Dear Mr. McCarter:

I am pleased to learn that there is a good chance of working out an internship for Jim Sanders. Your budget problems are familiar to all of us in the public sector. The School does not have funds to support interns. We ask the agency to cover the intern's salary.

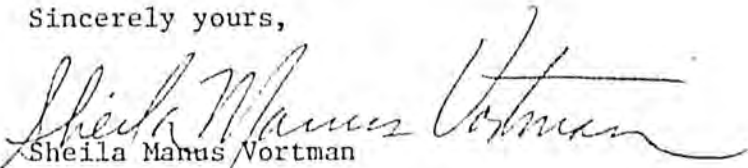
Right now Jim is in Anchorage, and may be stopping in Juneau. I'll be sure he gets a copy of your letter and gets in touch with you to talk about a placement.

It's unfortunate that we can't offer any monetary help. I hope a placement for Jim can still be worked out.

Thanks for the note on Bruce Aronson. Rebecca Burch had told me of his move.

If I can be of any assistance, please call on me.

Sincerely yours,

  
Sheila Manus Nortman  
Assistant Dean

SMV:ma

cc: Jim Sanders

1627  
3.27.79



Lamar J. Cotten  
815 Lawrence #7  
Eugene, Oregon 97401  
(503) 342-2847 (with Eugene?)  
Alaska message:  
(907) 694-2581

BACKGROUND &  
EDUCATION

Age: 27. Lived in Palmer, Alaska from 1952-63; Eagle River, Alaska 1963-78 (less two years military, four years college). Attended elementary school in Palmer, junior and senior high school at Chugiak High School, graduated in 1969. Served in the U.S. Navy 1969-71; third class petty officer, navigator, honorable discharge 1971. Attended University of Alaska/Fairbanks 1971-72, Northern Arizona University 1972-73/74-75, Scandinavian Seminar (Denmark) 1973-74. Graduated from Northern Arizona University 1975 B.A. Political Science Cum Laude. Briefly attended Western New England College of Law 8/76. Currently working on a Masters in Urban and Regional Planning, University of Oregon.

RELEVANT WORK  
EXPERIENCE

2/76-3/76 - Pollster-Dittman Research, Anchorage, Alaska. I conducted a random sample poll concerning the Hammond Administration. This was a temporary position.

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HOBBIES

Skiing, fishing, Alaska history, tennis and basketball.

REFERENCES

By request.

Note: Similar letter sent to:

Lamar Cotten  
815 Lawrence # 7  
Eugene, Oregon 97401

Draft

May 8, 1979

Mr. Jim Sanders  
8304 34th Avenue N.E.  
Seattle, Washington 98115

Dear Jim;

RE: GRADUATE INTERN POSITION

As we have discussed by telephone, this letter is to confirm and to offer to employ you as a Graduate Student Intern II, Range 14A (salary \$1,629 per month or \$10.02 per hour) from June 1 - August 31, 1979.

As earlier stated to you, the Division will pay for your and Lamar Cotten's salary for the month of June, with the remaining two months of your salary being provided for by a special appropriation through the House and Senate Community and Regional Affairs Committees for interim work on a local government study. I have discussed this arrangement with both Senator Arliss Sturgulewski and Representative Bill Parker, respective chairmen of the Community and Regional Affairs Legislative Committees.

Although the Division will be providing your salary for a portion of the summer graduate intern program, you will be assigned to prepare a portion or component of the research that will be later outlined for the interim legislative committees' local government study. Both of the legislative committee chair are aware of the requirements that you and Lamar Cotten have in terms of your academic requirements during the summer, graduate intern program, and, I am confident that the projects that you will be working on for the interim committee will be suitable for preparation of a document that will satisfy the requirements of your Master of Public Administration program.

*Handwritten notes:*  
3/20/80  
Lamar - 9/10  
OK

Although details have yet to be worked out as to your exact project assignment, where you will be working in Anchorage, and the staff supervisor to whom you will be reporting, I anticipate that the entire work program outline for the interim committee and your specific involvement in that work will be more clearly outlined prior to your beginning June 1 employment date, and I will plan to communicate with you prior to that time.

Also enclosed is a form that needs to be signed by your graduate school advisor indicating that you will be participating in a graduate intern project during your summer employment with the State of Alaska. This form should be signed as soon as possible and returned to me.

Please write or give me a call during the last week of this month so that I can give you more details as to the work plan for the interim committee and more details as to your work assignment.

Sincerely,

Palmer McCarter  
Director

PMc:edo

Enclosure

cc: Senator Arliss Sturgulewski, Chair  
Senate Community and Regional Affairs Committee

Representative Bill Parker, Chair  
House Community and Regional Affairs Committee

May 10, 1979

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Mr. Jim Sanders  
May 10, 1979  
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Enclosure

cc: Senator Arliss Sturgulewski, Chair ✓  
Senate Community and Regional Affairs Committee

Representative Bill Parker, Chair  
House Community and Regional Affairs Committee

bcc: Pat Poland - Anchorage

May 10, 1979

Mr. Lamar Cotten  
815 Lawrence #7  
Eugene, Oregon 97401

Dear Lamar;

RE: GRADUATE INTERN POSITION

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Palmer McCarter  
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PHC:edo

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cc: Senator Arliss Sturgulewski, Chair ✓  
Senate Community and Regional Affairs Committee

Representative Bill Parker, Chair  
House Community and Regional Affairs Committee

bcc: Pat Poland - Anchorage

Subj.

May 10, 1979

MEMORANDUM

TO: Mr. M.R. Charney, Executive Director  
Legislative Affairs Agency

FROM: Senator Arliss Sturgulewski, Chairman  
Senate Community & Regional Affairs

SUBJECT: Staff for Interim Local Government Committee Study  
Senate and House Community & Regional Affairs Committees

A copy of my memorandum to Ms. Kathy Martinson (Payroll/Personnel Officer) is attached for your information. You will note that the effective date of the Interim Local Government Committee Study is May 7, 1979.

Due to the need for cooperation of numerous departments of the State Government, as well as the divisions of Legislative Affairs, it is most practical to headquarter the study in my Juneau office. Additionally, Representative Parker will conduct parts of the study from his office.

My time commitments necessitated beginning development of the work plan on May 7, 1979. We will continue to coordinate closely with your offices in the development of our study.

Attachment

cc: Ms. Kathy Martinson

May 9, 1979

MEMORANDUM

TO: Ms. Kathy Martinson  
Payroll/Personnel Officer

FROM: Senator Arliss Sturgulewski, Chairman  
Community and Regional Affairs

SUBJECT: Staff for Interim Local Government Committee Study  
EFFECTIVE DATE: May 7, 1979

Operation of the Interim Local Government Committee Study, composed of the Senate and House Community and Regional Affairs Committees will be conducted out of the Juneau offices of Senator Arliss Sturgulewski and Representative Bill Parker.

Staff effort on behalf of Senator Sturgulewski will be provided by Mr. Gene Walsh, Administrative Assistant, and Mrs. Twyla Hartsock, Secretary.

Mr. Walsh will be employed on a full-time basis during the interim with salary based on the pay levels for interim staff outlined in the April 30, 1979 memorandum from Mr. M.R. Charney to Senator George Hohman.\* Mr. Walsh is authorized to sign time sheets for himself and on behalf of Mrs. Hartsock.

Mrs. Hartsock will be employed on a part-time basis as a secretary at the rate set forth in the above memorandum.

Representative Bill Parker will make arrangements with you for the employment of his staff.

\*Mr. Charney is currently assessing the impact of legislation passed this session to see what, if any, benefits in addition to basic salary will accrue to interim staff; i.e., retirement, health benefits, etc.

April 30, 1979

TO : Honorable Terry Gardiner ✓  
Speaker of the House  
Honorable George Hohman  
Chairman, Legislative Council

FROM : M. R. Charney, Executive Director *M.R.C.*

SUBJECT: Pay levels for Interim staff

In response to your joint memorandum of April 29, establishing the policy for paying Interim committee staff, the following information is offered:

Administrative Assistants under the existing state pay scale would receive \$13.30 per hour which approximates \$2,161 per month, the salary for state pay range 18B (closest salary to \$2,150). No overtime would be compensated.

Secretaries under the existing state pay scale would receive \$9.20 per hour which approximates \$1,495 per month, the salary for state pay range 13B (closest salary to \$1,500). It has been customary in the past to compensate overtime worked at straight time. Unless I hear further from you, we anticipate that policy would continue.

The above salaries apply in Juneau, Anchorage and Ketchikan. Employees in Fairbanks, Bethel, Nome and other locations would also receive cost of living differentials.

Interim Committee Chairmen, of course, have always had the option of paying a lesser salary than authorized for budgetary reasons, or hiring someone without experience. We assume this policy would also be continued.

Certified time sheets are mandatory to satisfy our annual audit requirements.

It is my understanding that in the event HB 220, or some other pay raise for state employees is enacted by the legislature, Interim staff would receive that increase, thus maintaining pay ranges 18B and 13B on the new pay schedule.

Rep. Terry Gardiner  
Sen. George Hohman  
April 30, 1979  
Page - 2

One avenue that has been attempted in the past to circumvent legislative policy on salaries by various chairmen has been to enter personal services contracts in lieu of hiring employees. Prior to executing any such contracts where we believe your policy is being circumvented, we will bring them to your attention.

cc: Warren Endicott, w/cy 4-29-79 memo  
Kathy Martinson, w/cy 4-29-79 memo



Alaska State Legislature  
House of Representatives

MEMORANDUM

POUCH V  
JUNEAU, ALASKA 99811  
OFFICIAL BUSINESS

To: M.R. Charney, Executive Director  
Legislative Affairs Agency

From: Representative Terry Gardiner *T.G.*  
Speaker of the House

Senator George Hohman, Chairman *G.H.*  
Legislative Council

Date: April 29, 1979

Re: Pay level for administrative assistants  
working for legislative committees

It will be the Legislative policy to pay administrative assistants working for legislative interim committees approximately the same rate as administrative assistants are paid during the legislative session. Calculated on the basis of approximately \$70 per day on a thirty-day work month administrative assistants receive approximately \$2100 per month. We would request that you inform us of the nearest pay range scale on the state pay ranges which is approximately \$2100 or \$2150 per month. That will be the pay for administrative assistants during the interim.

Secretarial pay for work for legislative committees during the interim will be based on the same or approximately the same pay as received during the legislative session. Using the basis of \$50 per day for a thirty-day working month the secretarial pay equals approximately \$1500 per month. We would request that you also inform us of the nearest state pay salary scale which is the equivalent of \$1500 per month.

We also understand that there are some benefits that the state must pay in addition to the salaries and those should be figured in the normal manner.



Official Business

# Alaska State Legislature

Senate

Committee on

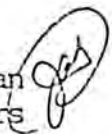
Community & Regional Affairs

Pouch V  
State Capitol  
Juneau, Alaska 99811

April 28, 1979

## MEMORANDUM

TO: Senator Clem Tillion  
President of the Senate

FROM: Senator Arliss Sturgulewski, Chairman   
Senate Community & Regional Affairs

SUBJECT: Interim Local Government Committee composed of the Senate and  
House Community and Regional Affairs Committee

### LOCAL GOVERNMENT STUDY OBJECTIVES

1. Study and evaluate the sufficiency of available local government structure and methods of financing to meet the needs of existing local government entities. Study and evaluate alternatives.
2. Study and evaluate the sufficiency of available local government structures and methods of financing to meet the need for local government entities at the community and regional level in the unorganized borough. Study and evaluate alternatives.
3. Study and evaluate the difference between the planning for and delivery of services in organized boroughs and the unorganized borough.
4. Review of the question of State vs. municipal responsibility for the delivery of public services and the construction, maintenance, and operation of public facilities.

### METHODOLOGY

1. Basic research and analysis work would be accomplished by this Interim Legislative Committee. Assistance and cooperation of other legislative staffs (such as Legislative Division of Legal Services and Division of Research Services), and administrative staffs; i.e., Department of Community and Regional Affairs, would be sought.

- A. Review the available literature and update the available research addressing the study objectives.

B. Study and evaluate the delivery of services at the local, regional, and State level.

C. Review and study various geographic boundaries currently used by State, Federal, and non-profit entities to meet the need for rationally constructed service delivery systems in Alaska. Determine the extent to which these boundaries are adaptable to the need for logically drawn government boundaries.

2. Workshops and public meetings would be conducted to obtain participation by affected groups and persons. For example, organizations to be included would be AFN, RuralCAP, ANF, Alaska Municipal League, etc. Additionally, meetings will be held in rural areas to obtain testimony and views on self-governance, administrative capabilities, fiscal conditions, attitudes toward State vs. local performance of functions, delivery of services, etc.

3. Analysis and formulation of resultant proposals will be carried out in coordination with legislative staff and administrative staffs.

BUDGET

See attached memorandum.

Attachment

Note: Similar letter sent to:

Lamar Cotten  
815 Lawrence # 7  
Eugene, Oregon 97401

*myt char...*  
*Can we find funds: OK*  
*red tape involved*

*Draft*

May 8, 1979

*5/9/79*

*Comed into*  
*remember case*  
*contract re award*  
*So C 2 in award*  
*Can be worked*  
*out via*  
*myt*  
*Charney*  
*no reporting*  
*problem*  
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May 16, 79

Dear Palmer -

Your letter certainly brought a sense of relief! Having everything hanging in the air until the middle of May was a bit nerveing.

Enclosed you will find the form affirming my status as a graduate intern. The school was quite pleased with my good fortune.

You asked if there were any particular areas about which I be interested in pursuing this summer. Of course I'm open to what ever area I'm assigned, but there are several areas of particular concern. First, the equity question surrounding the flow of urban tax dollars to rural areas to provide social and governmental services would be an interesting topic to address. Secondly, what are the social consequences (and economic) of not providing or mandating governmental units for the unorganized borough? Thirdly, what alternatives, traditional and non-traditional, ~~exist~~ can be created to address the states position towards the unorganized borough.

I was also pleased to read in your letter that Anchorage will be my work site. This makes the move and accomodation problem much easier.

Thank you — Sincerely  
Jim

## RESUME

NAME James C. Sanders ADDRESS 8304 34th. Ave. N.E.  
BIRTHDATE April 19, 1947 Seattle, Wash. 98115  
MARITAL STATUS Married, 2 Children PHONE (206) 525-3580

### EDUCATION

- 1965 - High School Graduation from Juneau-Douglas H.S.  
Juneau, Alaska
- 1969 - B.S./Psych., recieved from Portland State University,  
Portland, Oregon
- 1978 - Masters in Public Administration being completed at  
the Univ. of Washington - Seattle, Wash.

### WORK HISTORY

- Peace Corps- from Sept., 1969 to Jan., 1972 served as a volunteer  
in St. Lucia, West Indies. Worked with juvenile delinquents,  
taught pupil teachers, did mental health work, and taught  
Nursing Students in Psychology and Sociology.
- Youth Programs Director- from Aug. 72 to Dec. 73 , was the director  
for youth programs for the City and Borough of Juneau, Ak.
- Alaska Dept. of Community and Regional Affairs- from Dec. 73 to  
April 76, was the Project Field Representative for the Div.  
of Rural Development Assistant. Responsibilities included  
the administration of RDA grants, NYC funds and CETA programs  
in the Southern half of the State.
- Yupikkak Bista Manpower- Director from May 76 to July 78. Was  
responsible for all operations of this nonprofit entity.
- Consultant- From July 78 until the present, I have been working  
as an authorized a U.S. D.O.L. consultant in the management  
of Indian and Native American CETA Programs (done part-time  
while attending school).

### ORGANIZATIONAL MEMBERSHIP

- Governors Manpower Planning Council- 1977 - 1978.
- Alaska Native Prime Sponers (CETA) Association - Chairperson-  
1976- 1978.
- Kuskokwim Community College Policy Council- Vice Chairperson  
1976 - 1978.

UNIVERSITY OF WASHINGTON  
SEATTLE, WASHINGTON 98195

Graduate School of Public Affairs

March 22, 1979

Mr. Palmer McCarter  
Dept. of Community & Regional Affairs  
State of Alaska  
Pouch B  
Juneau, Alaska 99811

RECEIVED  
MAR 27 1979  
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Sincerely yours,

  
Sheila Manus Nortman  
Assistant Dean

SMV:ma

cc: Jim Sanders

## LOCAL GOVERNMENT STUDY STAFF

Committee staff includes:

Gene Walsh, Administrative Assistant, Senate C&RA (full-time)  
Marjorie Gorsuch, Administrative Assistant, House C&RA (part-time)  
Twyla Hartsock, Secretary (part-time, as needed)

The Joint Local Government Study will be funding the activities of two graduate student interns, who will be hired by the Department of Community and Regional Affairs during June and by the LGS Study through July/August. Their specific work tasks will lend itself to development of papers which will serve as partial fulfillment of degree requirements. They are currently working on specific components of the Study.

Mr. Lamar Cotten, of Eagle River, Alaska, is working toward a Masters in Urban and Regional Planning at the University of Oregon and Mr. Jim Sanders, originally of Juneau, Alaska, is working on a Masters in Public Administration at the University of Washington.

The interns can be contacted at 225 Cordova, Building B, Anchorage, telephone: 276-1721.



Official Business

# Alaska State Legislature

JOINT SENATE AND HOUSE  
COMMUNITY AND REGIONAL AFFAIRS COMMITTEE  
LOCAL GOVERNMENT STUDY

Co-Chairmen  
Senator Arliss Sturgulewski  
Representative Bill Parker

Address all  
correspondence to:

LOCAL GOVERNMENT STUDY

Pouch V  
State Capitol  
Juneau, Alaska 99811

TO: Lamar Cotten/Jim Sanders  
FROM: Marjorie Gorsuch *mg*  
Gene Walsh  
DATE: 8/20/79  
RE: Work Tasks

Lamar & Jim .....

Thank you for the memo detailing your work program. We still can not confirm the Sept. 7 employment date (unless you have already discussed this with Arliss and she has confirmed independently). You might want to think about what you can complete by the end of August in case our additional CZM appropriation does not come through.

I have only some minor additions/comments on your outline.

Under I (1) You will probably want to include the 10% of state land entitlement which accrues to boroughs as of incorporation. This would seem to function as a disincentive in some areas if the state doesn't yet have title to some of its lands in the specific area.

Also, the need for boroughs to perform the taxing and assessing function is obviously a disincentive. This might be explored.

Under II, there was reference made to viewing the existing contracting procedures as they might function as "operational models" for intergovernmental contracting. I think that is probably what you have in mind under II (1) (iii) and II (2) (iii). You might want to check if the Anchorage Municipality does any of this type of contracting with the Cook Inlet Regional Corporation.

Under III, it might be helpful to have Roger Land and Maurie Thompson look at your review of the State Municipal Land Trustee Program after you have defined the trust relationship and have them look at it in terms of problem solving. There have been questions relative to whether or not the problems in this area are real or imagined. I think we need a definitive statement of why it is not satisfactory to have the state function as the trustee.

You might also find some of the Federal Land Use Planning Commission's work helpful in this area.

Do you see that you will actually have the results of the survey in time to tabulate and analyze them? What deadline are you planning to put on them? That might be something that we will need to finish up on.

We are still doing some of the initial set-up work for the rural regional hearings and village visits..will let you know when we can use any assistance.

Thanks.

P.S. See attached memo re I (2) (ii)

August 14, 1979

Marjorie and Gene:

The following outline describes the work schedule for the duration of our summer employment. We feel that these tasks can be completed by September 7, 1979.

I A Discussion of:

Disincentives of Organizing Regional Government in the Unorganized Borough.

1. Statutory Requirements
2. Consequences of Government Policy/or Lack thereof
  - i) REAA's
  - ii) CETA
  - iii) CZM
  - iv) Funding and Training
  - v) Local Government and Quasi-Government Structure
    - a) IRA
    - b) Non-Profit Corporations
    - c) Profit Corporations
  - vi) Special relationship between the Federal Government and the Alaska Natives

II An Analysis of:

Federal and State Contracting in Rural Alaska.

1. Review of BIA Contracting Procedures
  - i) Limitations/Restrictions
  - ii) Scope of Services
  - iii) Applicability to state contracting for Borough Functions
2. Review of State CETA Contracting Procedures
  - i) Limitations/Restrictions
  - ii) Scope of Services
  - iii) Applicability to state contracting for Borough Functions

III A brief memorandum outlining the State Municipal Land Trustee Program which would include:

1. Goals and Objectives of program
2. Review of its strengths/weaknesses
3. Current status of program

IV Rural Second Class City Survey:

1. Completion of Questionnaire
2. Distribution of Questionnaire
3. Tabulation and Analysis of Survey

V Assistance with Regional Legislative Hearings:

