

ALASKA LEGISLATURE SPECIAL COMMITTEE/SUBJECT FILES 8672

2743 SCOMM 122: COMMISSION ON PRIVATIZATION. ., 1999

Useful Life * and Disposal Value Table—Continued

FSC No.	Nomenclature	Expected Useful Life (Years)	Disposal Value Factor as a Percent of Acquisition Cost
3010	Torque Converters and Speed Changers		5.93
3020	Gears, Pulleys, Sprockets and Transmission Chain		4.64
3040	Misc. Power Transmission Equipment		3.22
3110	Bearings, Antifriction, Unmounted		22.14
3120	Bearings, Plain, Unmounted		4.78
3130	Bearings, Mounted		7.80
3210	Sawmill and Planing Mill Machinery	15	28.41
3220	Woodworking Machines	15	27.37
3405	Saws and Filing Machines	20	30.87
3403	Machining Centers and Way-Type Machines	7.49	
3410	Electrical and Ultrasonic Erosion Machines	10	9.75
3411	Boring Machines	20	49.61
3413	Drilling and Tapping Machines	15	40.16
3414	Gear Cutting and Finishing Machines	10	29.58
3415	Grinding Machines	15	35.06
3416	Lathes	20	39.84
3417	Milling Machines	20	28.22
3418	Planners and Shakers	20	27.66
3419	Misc. Machine Tools	15	17.92
3422	Rolling Mills and Drawing Machines	10	68.35
3424	Metal Heat Treating and Nonthermal Treating Equipment	25	11.72
3426	Metal Finishing Equipment	20	6.63
3655	Gas Generating and Dispersing Systems	12	7.35
	Industrial Size Reduction Machinery	9	27.30
3680	Foundry Machinery, Related Equipment and Supplies	10	12.61
3690	Specialized Ammo and Ordnance Machinery and Related Equipment		3.41
3693	Industrial Assembly Machine	0.45	
3694	Clean Work Stations, Controlled Environment and Related Equipment		6.43
3695	Misc. Special Industry Equipment	4	7.58
3910	Conveyors	12	6.85
3920	Materials Handling Equipment Nonself Propelled	22	9.07
3930	Warehouse Trucks and Tractors, Self Propelled	*	18.60
	<i>Gasoline</i>		
	Fork Truck (2,000 pounds to 16,000 Pounds)	8	
	Fork Truck (over 6,000 pounds)		10
	Tractor	8	
	Crane	12	
	Platform Truck	8	
	Straddle Truck	15	
	<i>Electric</i>		
	All types	15	
3940	Blocks, Tackle, Rigging and Slings		9.61
3950	Winches, Hoists, Cranes and Derricks	13	10.23
3990	Misc. Materials Handling Equipment	30	8.71
4010	Chain and Wire Rope		5.11
4020	Fiber Rope, Cordage and Twine		6.81
4030	Fittings for Rope, Cable and Chain		13.16
4110	Refrigeration Equipment	11	7.07
4120	Air Conditioning Equipment	10	3.82
4130	Refrigeration and Air Conditioning Components	16	4.26
4140	Fans, Air Circulators and Blow Equipment	4.79	
4210	Fire Fighting Equipment	14	6.55
4220	Marine Lifesaving and Diving Equipment	10	5.65
4230	Decontaminating and Impregnating Equip.	17	5.87
4240	Safety and Rescue Equipment	19	2.53

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Useful Life * and Disposal Value Table—Continued

FSC No.	Nomenclature	Expected Useful Life (Years)	Disposal Value Factor as a Percent of Acquisition Cost
4310	Compressors and Vacuum Pumps	10	7.59
4320	Power and Hand Pumps	15	4.27
4330	Centrifuges, Separators and Pressure and Vacuum Filters	20	4.90
4410	Industrial Boilers	9	3.78
4420	Heat Exchanges and Steam Condensers	9.73	
4430	Industrial Furnaces, Kilns, Lehrs and Ovens	10	6.59
4440	Driers, Dehydrators and Anhydrators	10	4.55
4460	Air Purification Equipment	11	3.71
4510	Plumbing Fixtures and Accessories	15	5.91
4520	Space Heating Equipment and Domestic Water Heaters	8	8.36
4540	Misc. Plumbing, Heating and Sanitation Equipment	8	3.01
4610	Water Purification Equipment	14	4.55
4620	Water Distillation Equipment, Marine and Industrial	15	15.61
4710	Pipe and Tube		7.79
4720	Hose and Tubing, Flexible		6.13
4730	Fittings and Specialties, Hose, Pipe and Tube		4.83
4810	Valves, Powered		2.20
4820	Valves Nonpowered		4.91
4910	Motor Vehicle, Maintenance and Repair Shop Specialized Equipment	11	6.63
4920	Aircraft Maintenance and Repair Shop Specialized Equipment	20	1.58
4925	Ammo, Maintenance, Repair and Checkout Specialized Equipment	21	1.67
4927	Rocket Maintenance, Repair and Checkout Specialized Equipment		
4930	Lubrication and Fuel Dispensing Equipment	15	5.00
4931	Fire Control Maintenance and Repair Shop Specialized Equipment	9	1.18
4933	Weapons Maintenance and Repair Shop Specialized Equipment	15	1.91
4935	Guided Missile Maintenance, Repair and Checkout Specialized Equipment	19	0.40
4940	Misc. Maintenance and Repair Shop Specialized Equipment	20	4.48
5110	Hand tools, Edged-Nonpowered	10	9.26
5120	Hand tools, Nonedged, Nonpowered	21	5.53
5130	Hand tools, Power Driven	10	10.31
5133	Drill Bits, Counterbores and Countersinks, Hand and Machine	10	24.07
5136	Taps, Dies and Collets, Hand and Machine	10	8.08
5140	Tool and Hardware Boxes	20	26.42
5180	Sets, Kits and Outfits of Hand Tools	23	3.83
5210	Measuring Tools, Craftsmen	10	4.87
5220	Inspection Gages and Precision Layout Tools	12	3.17
5280	Sets, Kits and Outfits of Measuring Tools	25	1.01
5410	Prefabricated and Portable Building	8	2.48
5411	Rigid Wall Shelters	20	2.44
5420	Bridges, Fixed and Floating	17	7.25
5430	Storage Tanks	7	6.83
5440	Scaffolding Equipment and Concrete Forms	5	6.83
5445	Prefabricated Tower Structures	23	5.23
5450	Misc. Prefabricated Structures	25	1.30
5670	Architectural and Related Metal Products	10	59.16
5680	Misc. Construction Materials	69	9.59
5805	Telephone and Telegraph Equipment	23	2.37
5810	Communications Security Equipment and Components	16	0.40
5811	Other Cryptologic Equipment and Components	11	1.25
5815	Teletype and Facsimile Equipment	22	0.99
5820	Radio and Television Communications Equipment, except Airborne	8	2.44
5821	Radio and Television Communications Equipment, Airborne	24	1.01
5825	Radio Navigation Equipment, except Airborne	24	1.37
5826	Radio Navigation Equipment, Airborne	24	1.44
5830	Intercommunication and Public Address Systems, except Airborne	24	1.74

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Useful Life * and Disposal Value Table—Continued

FSC No.	Nomenclature	Expected Useful Life (Years)	Disposal Value Factor as a Percent of Acquisition Cost
5831	Intercommunication and Public Address Systems, Airborne	25	0.61
5835	Sound Recording and Reproducing Equipment	22	1.43
5840	Radar Equipment, except Airborne	23	0.92
5841	Radar Equipment, Airborne	24	0.53
5845	Underwater Sound Equipment	13	1.14
5850	Visible and Invisible Light Communication Equipment	24	0.32
5855	Night Vision Equipment, Emitted and Reflected Radiation	25	1.18
5860	Stimulated Coherent Radiation Devices, Components and Accessories	25	
5865	Electronic Countermeasures, Counter Countermeasures and Quick Reaction Capability Equipment	20	0.27
5895	Misc. Communications Equipment	23	0.67
5905	Resistors	8	1.02
5910	Capacitors	8	2.32
5915	Filters and Networks	25	0.93
5920	Fuses and Lightning Arrestors	25	3.12
5925	Circuit Breakers	10	7.49
5930	Switches	10	1.55
5935	Connectors, Electrical	22	20.61
5940	Lugs, Terminals and Terminal Strips	8	1.66
5945	Relays and Solenoids	25	1.36
5950	Coils and Transformers	8	1.35
5955	Piezoelectric Crystals	8	0.65
5960	Electron Tubes and Associated Hardware	8	1.00
5961	Semiconductor Devices and Associated Hardware	8	1.04
5962	Microcircuits, Electronic	8	0.54
5963	Electronic Modules	8	
5965	Headsets, Handsets, Microphones and Speakers	24	4.28
5970	Electrical Insulators and Insulating Materials	8	34.93
5975	Electrical Hardware and Supplies	23	3.73
5977	Electrical Contact Brushes and Electrodes	8	2.08
5985	Antennas, Waveguide and Related Equipment	8	2.02
5990	Synchros and Resolvers	14	1.65
5995	Cable, Cord and Wire Assemblies, Communications Equipment	24	4.16
5999	Misc. Electrical and Electronic Components	20	1.01
6105	Motors, Electrical	10	5.31
6110	Electrical Control Equipment	8	2.45
6115	Generators and Generator Sets, Electrical	19	6.50
6116	Fuel Cell Power Units, Components and Accessories	15	22.88
6120	Transformers: Distribution and Power		
6125	Converters, Electrical, Rotating	25	2.88
6130	Converters, Electrical, Nonrotating	22	1.75
6135	Batteries, Primary	15	2.51
6140	Batteries, Secondary	25	6.91
6145	Wire and Cable, Electrical	25	16.29
6150	Misc. Electric Power and Distribution Equipment	15	2.55
6210	Indoor and Outdoor Electric Lighting Fixtures	16	3.95
6220	Electric Vehicular Light and Fixtures	10	4.58
6230	Electric Portable and Hand Lighting Equipment	17	3.44
6240	Electric Lamps	10	6.92
6250	Ballasts, Lampholders and Starters	10	3.91
6310	Traffic and Transit Signal Systems	4	3.52
6320	Shipboard Alarm and Signal Systems	4	2.68
6350	Misc. Alarm, Signal and Security Detection Systems	6	1.38
6515	Medical and Surgical Instruments Equipment and Supplies	9	2.54
6520	Dental Instruments, Equipment and Supplies	8	7.66

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Useful Life * and Disposal Value Table—Continued

FSC No.	Nomenclature	Expected Useful Life (Years)	Disposal Value Factor as a Percent of Acquisition Cost
6525	X-Ray Equipment and Supplies: Medical Dental, Veterinary	9	3.57
6530	Hospital Furniture, Equipment, Utensils and Supplies	10	4.18
6540	Opticians' Instruments, Equipment and Supplies	10	6.23
6545	Medical Sets, Kits and Outfits	10	5.60
6605	Navigational Instruments	15	0.87
6610	Flight Instruments	17	2.30
6615	Automatic Pilot Mechanisms and Airborne Gyro Components	25	1.17
6620	Engine Instruments	15	3.04
6625	Electrical and Electronic Properties Measuring and Testing Instruments	15	1.55
6630	Chemical Analysis Instruments	5	1.70
6635	Physical Properties Testing Equipment	13	6.62
6636	Environmental Chambers and Related Equipment	10	2.20
6640	Laboratory Equipment and Supplies	20	2.12
6645	Time Measuring Instruments	25	5.54
6650	Optical Instruments	8	2.31
6655	Geophysical and Astronomical Instruments	25	2.02
6660	Meteorological Instruments and Apparatus	20	1.05
6665	Hazard-Detecting Instruments and Apparatus	16	1.44
6670	Scales and Balances	18	4.77
6675	Drafting, Surveying and Mapping Instruments	19	2.44
6680	Liquid and Gas Flow, Liquid Level and Mechanical Motion Measuring Instruments	10	2.87
6685	Pressure, Temperature and Humidity Measuring Controlling Instruments	10	2.53
6695	Combination and Misc. Instruments	8	2.06
6710	Cameras, Motion Pictures	25	5.29
6720	Cameras, Still Picture	24	1.82
6730	Photographic Projection Equipment	25	3.52
6740	Photographic Developing and Finishing Equipment	24	3.32
6750	Photographic Supplies	25	8.64
6760	Photographic Equipment and Accessories	24	1.36
6780	Photographic Sets, Kits and Outfits	22	3.24
6910	Training Aids	20	0.96
6920	Armament Training Devices	20	3.22
6930	Operation Training Devices	21	0.62
6940	Communication Training Devices	21	0.79
7010	ADPE Configuration	8	0.73
7021	ADP Central Processing Unit, Digital	15	0.73
7022	ADP Central Processing Unit, Hybrid	15	
7025	ADP Input/Output and Storage Devices	13	1.01
7030	ADP Software	15	0.97
7035	ADP Accessorial Equipment	13	0.72
7040	Punched Card Equipment	15	0.87
7045	ADP Supplies and Support Equipment	11	1.50
7050	ADP Components	15	0.95
7105	Household Furniture	10	9.94
7110	Office Furniture	10	16.20
7125	Cabinets, Lockers, Bins and Shelving	20	9.47
7195	Misc. Furniture and Fixtures	10	6.17
7310	Food Cooking, Baking and Serving Equipment	12	5.40
7320	Kitchen Equipment and Appliances	18	5.60
7420	Accounting and Calculating Machine	12 Electric	1.46
		15 Manual	
7439	Typewriters and Office Type Composing Machines	12 Electric	6.10
		15 Manual	
7450	Office Type Sound Recording and Reproducing Machines	12	1.17

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Useful Life * and Disposal Value Table—Continued

FSC No.	Nomenclature	Expected Useful Life (Years)	Disposal Value Factor as a Percent of Acquisition Cost
7460	Visible Record Equipment		2.26
7490	Misc. Office Machines	12	3.30
7710	Musical Instruments	12	14.67
7910	Floor Polishers and Vacuum Cleaning Equipment		5.72
8140	Ammo and Nuclear Ordnance Boxes, Packages and Special Containers	15	12.33
8145	Specialized Shipping and Storage Containers	22	6.55
8340	Tents and Tarpaulins	5	4.86
8345	Flags and Pennants	5	8.30
8415	Clothing, Special Purpose	5	10.81
8820	Live Animals, Not Raised for Food	3	55.05
9320	Rubber Fabricated Materials	5	19.40
9340	Glass Fabricated Materials	5	4.14
9515	Armor Plate	10	19.00
9530	Metal Bar	10	47.51
9535	Metal Plate	10	52.44

* There is no expected useful life for those items left blank.

APPENDIX 4

Tax Tables

The estimated Federal income tax rates, presented for use in comparisons of commercial and in-house cost estimates, are derived from the Department of the Treasury's Internal Revenue Service 1988 Corporation Source Book of Statistics of Income, Publica-

tion 1053. The formula for estimating the tax rates is based upon total income before credits divided by the business receipts for each unique industry.

These tax rates will be updated periodically.

Tax Rate Table *

Code No.	Industry	Tax Rate (Percent)
Extractive Industries		
10-01-0400	Agriculture Production	0.8
10-01-0600	Agricultural Services	0.5
20-02-1010	Mining Iron Ores	3.8
20-02-1070	Mining Copper, Lead, Zinc, Gold and Silver Ores	8.3
20-02-1098	Mining other Metals	0.6
20-03-1150	Coal Mining	1.1
20-05-1430	Sand, Gravel, Dimension, Crushed and Broken Stone	2.2
Construction		
30-06-1510	General building (construction)	0.4
30-06-1531	Operative builders (construction)	0.8
30-07-1600	Heavy construction	0.8
30-08-1711	Plumbing, heating, air conditioning	0.4
30-08-1731	Electrical work	0.5
30-08-1798	Other special trades	0.5
Manufacturing		
40-09-2010	Meat products	0.5
40-09-2020	Dairy products	2.1
40-09-2030	Preserved fruits and vegetables	2.0
40-09-2040	Grain mill products	2.1
40-09-2050	Bakery products	1.1
40-09-2060	Sugar and confectionery products	1.9
40-09-2089	Bottled soft drinks and flavorings	2.1
40-09-2096	Other food and kindred products	0.9
40-12-2315	Men's and boy's clothing	1.5
40-12-2345	Women's and children's clothing	1.1
40-12-2388	Other apparel and accessories	0.5
40-12-2390	Other fabricated textile products	0.5
40-13-2415	Logging, sawmills and planing mills	2.1
40-13-2430	Millwork, plywood, related products	1.3
40-13-2498	Other wood products	0.5
40-14-2500	Furniture and fixtures	1.1
40-15-2625	Pulp, paper and board mills	2.8
40-15-2699	Other paper products	2.4
40-16-2710	Newspapers (printing and publishing)	3.7
40-16-2720	Periodicals (printing and publishing)	1.6
40-16-2735	Books, greeting cards and miscellaneous publishing	3.9
40-16-2799	Commercial and other printing and printing trade services	1.1
40-17-2815	Industrial chemicals, plastics materials and synthetics	3.3
40-17-2830	Drugs	5.9
40-17-2840	Soap, cleaners and toilet goods	2.1
40-17-2850	Paints and allied products	1.5
40-17-2898	Agricultural and other chemical products	1.6

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Tax Rate Table *—Continued

Code No.	Industry	Tax Rate (Percent)
40-18-2998	Petroleum and coal products, not elsewhere classified	1.3
40-19-3050	Rubber products; plastics, footwear, hose and belting	1.6
40-19-3070	Miscellaneous plastics products	1.0
40-20-3140	Leather footwear	1.3
40-20-3198	Leather and leather products not elsewhere classified	0.8
40-21-3225	Glass products	1.8
40-21-3240	Cement, hydraulic	0.8
40-21-3270	Concrete, gypsum and plaster products	1.4
40-21-3298	Other nonmetallic mineral products	2.3
40-22-3370	Ferrous metal industries; miscellaneous primary metal product	1.2
40-22-3380	Nonferrous metal industries	1.1
40-23-3410	Metal cans and shipping containers	1.9
40-23-3428	Cutlery, hand tools and hardware; screw machine products, bolts and similar products	2.2
40-23-3430	Plumbing and heating, except electric and warm air	2.0
40-23-3440	Fabricated structural metal products	1.0
40-23-3460	Metal forgings and stamping	1.0
40-23-3470	Casting, engraving and allied services	1.0
40-23-3480	Ordnance and accessories, except vehicles and guided missiles	1.2
40-23-3490	Miscellaneous fabricated metal products	1.0
40-24-3520	Farm machinery	1.2
40-24-3530	Construction and related machinery	1.6
40-24-3540	Metal working machinery	1.1
40-24-3550	Special industry machinery	1.1
40-24-3570	Office and computing machines	5.2
40-24-3598	Other machinery, except electrical	1.7
40-25-3665	Radio, television, communication equipment	1.3
40-25-3670	Electronic components and accessories	2.4
40-25-3698	Other electrical equipment	2.2
40-26-3710	Motor vehicles and equipment	1.7
40-27-3725	Aircraft, guided missiles and parts	3.0
40-27-3730	Ship and boat building and repairing	0.8
40-27-3798	Other transportation equipment, except motor vehicles	1.3
40-28-3815	Scientific instruments and measuring devices; watches and clocks	4.0
40-28-3845	Optical, medical and ophthalmic goods	2.9
40-28-3860	Photographic equipment and supplies	2.5
40-29-3998	Miscellaneous manufacturing and manufacturing not allocable	1.4
Transportation And Utilities		
50-30-4000	Railroad transportation	2.5
50-30-4100	Local and interurban passenger transit	0.4
50-30-4200	Trucking and warehousing	0.6
50-30-4400	Water transportation	1.2
50-30-4500	Transportation by air	2.0
50-30-4600	Pipe lines, except natural gas	10.5
50-30-4700	Transportation services not elsewhere classified	0.4
50-31-4825	Telephone, telegraph and other communication services	3.1
50-31-4830	Radio and Television broadcasting	4.4
50-32-4910	Electric services	3.0
50-32-4920	Gas production and distribution	1.7
50-32-4930	Combination utility services	3.0
50-32-4990	Water supply and other sanitary services	2.7
Wholesale Trade		
61-33-5004	Groceries and related products	0.3
61-34-5008	Machinery, equipment and supplies	0.6
61-35-5010	Motor vehicles and automotive equipment	0.6

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Tax Rate Table *—Continued

Code No.	Industry	Tax Rate (Percent)
61-35-5030	Lumber and construction materials	0.3
61-35-5050	Metals and minerals, except petroleum and scrap	0.7
61-35-5060	Electrical goods	0.5
61-35-5070	Hardware, plumbing and heating	0.5
61-35-5098	Other durable goods	0.5
61-35-5110	Paper and paper products	0.4
61-35-5129	Drugs, chemicals and allied products	0.5
61-35-5130	Apparel, piece goods and notions	0.6
61-35-5150	Farm-product raw materials	0.3
61-35-5170	Petroleum and petroleum products	0.3
61-35-5180	Alcoholic beverages	0.3
61-35-5190	Miscellaneous nondurable goods; wholesale trade not allocable	0.5
Retail Trade		
62-36-5220	Building materials dealers	0.4
62-36-5251	Hardware stores	0.4
62-36-5265	Garden supplies and mobile home dealers	0.4
62-37-5300	General merchandise stores	1.1
62-38-5400	Food stores	0.3
62-39-5541	Gasoline service stations	0.2
62-39-5598	Other automotive dealers	0.3
62-40-5600	Apparel and accessory stores	1.1
62-41-5700	Furniture and home furnishings stores	0.8
62-42-5800	Eating and drinking places	0.6
62-43-5912	Drug stores and proprietary stores	0.6
62-43-5921	Liquor stores	0.2
62-43-5995	Other retail stores	0.6
63-44-5997	Wholesale and retail trade not allocable	0.3
Services		
80-52-7000	Hotels and other lodging places	1.0
80-53-7200	Personal services	0.8
80-54-7310	Advertising services	0.7
80-54-7389	Business services, except advertising	0.8
80-55-7500	Auto repair and services	0.7
80-55-7600	Miscellaneous repair services	0.4
Services		
80-56-7812	Motion picture production, distribution and services	1.8
80-56-7830	Motion picture theaters	1.1
80-56-7900	Amusement and recreation services, except motion pictures	1.4
80-57-8015	Physicians' services	0.2
80-57-8021	Dentists' services	0.1
80-57-8050	Nursing and personal care facilities	0.2
80-57-8071	Medical Laboratories	1.2
80-57-8099	Other medical services	0.7
80-57-8111	Legal services	0.2
80-57-8200	Educational services	0.5
80-57-8980	Miscellaneous services, not elsewhere classified	0.5

* Tax Rates are in relation to business receipts.

** Does not reflect revisions contained in the 1987 Standard Classification Manual.

APPENDIX 5

Office of Federal Procurement Policy (OFPP) Policy Letter 92-1, "Inherently Governmental Functions"

September 23, 1992

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Inherently Governmental Functions.

1. **Purpose.** This policy letter establishes Executive Branch policy relating to service contracting and inherently governmental functions. Its purpose is to assist Executive Branch officers and employees in avoiding an unacceptable transfer of official responsibility to Government contractors.

2. **Authority.** This policy letter is issued pursuant to subsection 6(a) of the Office of Federal Procurement Policy (OFPP) Act, as amended, codified at 41 U.S.C. § 405(a).

3. **Exclusions.** Services obtained by personnel appointments and advisory committees are not covered by this policy letter.

4. **Background.** Contractors, when properly used, provide a wide variety of useful services that play an important part in helping agencies to accomplish their missions. Agencies use service contracts to acquire special knowledge and skills not available in the Government, obtain cost effective services, or obtain temporary or intermittent services, among other reasons.

Not all functions may be performed by contractors, however. Just as it is clear that certain functions, such as the command of combat troops, may not be contracted, it is also clear that other functions, such as building maintenance and food services, may be contracted. The difficulty is in determining which of these services that fall between these extremes may be acquired by contract. Agencies have occasionally relied on contractors to perform certain functions in such a way as to raise questions about whether Government policy is being created by private persons. Also, from time to time questions have arisen regarding the extent to which *de facto* control over contract performance has been transferred to contractors. This policy letter provides an illustrative list of functions, that are, as a matter of policy, inherently governmental (see Appendix A), and articulates the practical and policy considerations that underlie such determinations (see para. 7).

As stated in paragraph 9, however, this policy letter does not purport to specify which functions are, as

a legal matter, inherently governmental, or to define the factors used in making such legal determination. Thus, the fact that a function is listed in Appendix A, or a factor is set forth in paragraph 7(b), does not necessarily mean that the function is inherently governmental as a legal matter or that the factor would be relevant in making the legal determination.

5. **Definition.** As a matter of policy, an "inherently governmental function" is a function that is so intimately related to the public interest as to mandate performance by Government employees. These functions include those activities that require either the exercise of discretion in applying Government authority or the making of value judgements in making decisions for the Government. Governmental functions normally fall into two categories: (1) the act of governing, i.e., the discretionary exercise of Government authority, and (2) monetary transactions and entitlement.

An inherently governmental function involves, among other things, the interpretation and execution of the laws of the United States so as to:

(a) bind the United States to take or not to take some action by contract, policy, regulation, authorization, order, or otherwise;

(b) determine, protect, and advance its economic, political, territorial, property, or other interests by military or diplomatic action, civil or criminal judicial proceedings, contract management, or otherwise;

(c) significantly affect the life, liberty, or property of private persons;

(d) commission, appoint, direct, or control officers or employees of the United States; or

(e) exert ultimate control over the acquisition, use, or disposition of the property, real or personal, tangible or intangible, of the United States, including the collection, control, or disbursement of appropriated and other Federal funds.

Inherently governmental functions do not normally include gathering information for or providing advice, opinions, recommendations, or ideas to Government officials. They also do not include functions

that are primarily ministerial and internal in nature, such as building security; mail operations; operation of cafeterias; housekeeping; facilities operations and maintenance, warehouse operations, motor vehicle fleet management and operations, or other routine electrical or mechanical services.

The detailed list of examples of commercial activities found as an attachment to Office of Management and Budget (OMB) Circular No. A-76 is an authoritative, nonexclusive list of functions that are not inherently governmental functions. These functions therefore may be contracted.

6. Policy.

(a) *Accountability.* It is the policy of the Executive Branch to ensure that Government action is taken as a result of informed, independent judgments made by Government officials who are ultimately accountable to the President. When the Government uses service contracts, such informed, independent judgment is ensured by:

(1) prohibiting the use of service contracts for the performance of inherently governmental functions (See Appendix A);

(2) providing greater scrutiny and an appropriate enhanced degree of management oversight (see subsection 7(f)) when contracting for functions that are not inherently governmental but closely support the performance of inherently governmental functions (see Appendix B);

(3) ensuring, in using the products of those contracts, that any final agency action complies with the laws and policies of the United States and reflects the independent conclusions of agency officials and not those of contractors who may have interests that are not in concert with the public interest, and who may be beyond the reach of management controls otherwise applicable to public employees; and

(4) ensuring that reasonable identification of contractors and contractor work products is made whenever there is a risk that the public, Congress, or other persons outside of the Government might confuse them with Government officials or with Government work products, respectively.

(b) *OMB Circular No. A-76.* This policy letter does not purport to supersede or otherwise effect any change in OMB Circular No. A-76, Performance of Commercial Activities.

(c) *Drafting of congressional testimony, responses to congressional correspondence, and agency responses to audit reports from an Inspector General, the General Accounting Office, or other Federal audit entity.* While the approval of a Government document is an inherently govern-

mental function, its drafting is not necessarily such a function. Accordingly, in most situations the drafting of a document, or portions thereof, may be contracted, and the agency should review and revise the draft document, to the extent necessary, to ensure that the final document expresses the agency's views and advances the public interest. However, even though the drafting function is not necessarily an inherently governmental function, it may be inappropriate, for various reasons, for a private party to draft a document in particular circumstances. Because of the appearance of private influence with respect to documents that are prepared for Congress or for law enforcement or oversight agencies and that may be particularly sensitive, contractors are not to be used for the drafting of congressional testimony; responses to congressional correspondence; or agency responses to audit reports from an Inspector General, the General Accounting Office, or other Federal audit entity.

7. *Guidelines.* If a function proposed for contract performance is not found in Appendix A, the following guidelines will assist agencies in understanding the application of this policy letter, determining whether the function is, as a matter of policy, inherently governmental and forestalling potential problems.

(a) *The exercise of discretion.* While inherently governmental functions necessarily involve the exercise of substantial discretion, not every exercise of discretion is evidence that such a function is involved. Rather, the use of discretion must have the effect of committing the Federal Government to a course of action when two or more alternative courses of action exist (e.g., purchasing a minicomputer rather than a mainframe computer, hiring a statistician rather than an economist, supporting proposed legislation rather than opposing it, devoting more resources to prosecuting one type of criminal case than another, awarding a contract to one firm rather than another, adopting one policy rather than another, and so forth).

A contract may thus properly be awarded where the contractor does not have the authority to decide on the course of action to be pursued but is rather tasked to develop options to inform an agency decision maker, or to develop or expand decisions already made by Federal officials. Moreover, the mere fact that decisions are made by the contractor in performing his or her duties (e.g., how to allocate the contractor's own or subcontract resources, what techniques and procedures to employ, whether and

whom to consult, what research alternatives to explore given the scope of the contract, what conclusions to emphasize, how frequently to test) is not determinative of whether he or she is performing an inherently governmental function.

(b) *Totality of the circumstances.* Determining whether a function is an inherently governmental function often is difficult and depends upon an analysis of the facts of the case. Such analysis involves consideration of a number of factors, and the presence or absence of any one is not in itself determinative of the issue. Nor will the same emphasis necessarily be placed on any one factor at different times, due to the changing nature of the Government's requirements.

The following factors should be considered when deciding whether award of a contract might effect, or the performance of a contract has effected, a transfer of official responsibility:

(1) Congressional legislative restrictions or authorizations.

(2) The degree to which official discretion is or would be limited, i.e., whether the contractor's involvement in agency functions is or would be so extensive or his or her work product is so far advanced toward completion that the agency's ability to develop and consider options other than those provided by the contractor is restricted.

(3) In claims adjudication and related services, (i) the finality of any contractor's action affecting individual claimants or applicants, and whether or not review of the contractor's own is *de novo* (i.e., to be effected without the appellate body's being bound by prior legal rulings or factual determinations) on appeal of his or her decision to an agency official;

(ii) the degree to which contractor activities may involve wide-ranging interpretations of complex, ambiguous case law and other legal authorities, as opposed to being circumscribed by detailed laws, regulations, and procedures;

(iii) the degree to which matters for decision by the contractor involve recurring fact patterns or unique fact patterns; and

(iv) The contractor's discretion to determine an appropriate award or penalty.

(4) The contractor's ability to take action that will significantly and directly affect the life, liberty, or property of individual members of the public, including the likelihood of the contractor's need to resort to force in support of a police or judicial function; whether force, especially deadly force, is more likely to be initiated by the contractor or by some other

person; and the degree to which force may have to be exercised in public or relatively uncontrolled areas. (Note that contracting for guard, convoy security, and plant protection services, armed or unarmed, is not proscribed by these policies.)

(5) The availability of special agency authorities and the appropriateness of their application to the situation at hand, such as the power to deputize private persons.

(6) Whether the function in question is already being performed by private persons, and the circumstances under which it is being performed by them.

(c) *Finality of agency determinations.* Whether or not a function is an inherently governmental function, for purposes of this policy letter, is a matter for agency determination. However, agency decisions that a function is or is not an inherently governmental function may be reviewed, and, if necessary, modified by appropriate OMB officials.

(d) *Preaward responsibilities.* Whether a function being considered for performance by contract is an inherently governmental function is an issue to be addressed prior to issuance of the solicitation.

(e) *Post-award responsibilities.* After award, even when a contract does not involve performance of an inherently governmental function, agencies must take steps to protect the public interest by playing an active, informed role in contract administration. This ensures that contractors comply with the terms of the contract and that Government policies, rather than private ones, are implemented. Such participation should be appropriate to the nature of the contract, and should leave no doubt that the contract is under the control of Government officials. This does not relieve contractors of their performance responsibilities under the contract. Nor does this responsibility to administer the contract require Government officials to exercise such control over contractor activities as to convert the contract, or portion thereof, to a personal service contract.

In deciding whether Government officials have lost or might lose control of the administration of a contract, the following are relevant considerations: the degree to which agencies have effective management procedures and policies that enable meaningful oversight of contractor performance, the resources available for such oversight, the actual practice of the agency regarding oversight, the duration of the contract, and the complexity of the tasks to be performed.

(f) *Management controls.* When functions described in Appendix B are involved, additional management attention to the terms of the contract and the manner of performance is necessary. How close the scrutiny or how extensive or stringent the management controls need to be is for agencies to determine. Examples of additional control measures that might be employed are:

(1) developing carefully crafted statements of work and quality assurance plans, as described in OFPP Policy Letter 91-2, Service Contracting, that focus on the issue of Government oversight and measurement of contractor performance;

(2) establishing audit plans for periodic review of contracts by Government auditors;

(3) conducting preaward conflict of interest reviews to ensure contract performance in accordance with objective standards and contract specifications;

(4) physically separating contractor personnel from Government personnel at the worksite; and

(5) requiring contractors to (a) submit reports that contain recommendations and that explain and rank policy or action alternatives, if any, (b) describe what procedures they used to arrive at their recommendations, summarize the substance of their deliberations, (d) report any dissenting views, (e) list sources relied upon, and/or (f) otherwise make clear the methods and considerations upon which their recommendations are based.

(g) *Identification of contractor personnel and acknowledgment of contractor participation.* Contractor personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties must be required to identify themselves as such to avoid creating an impression in the minds of members of the public or the Congress that they are Government officials, unless, in the judgment of the agency, no harm can come from failing to identify themselves. All documents or reports produced by contractors are to be suitably marked as contractor products.

(h) *Degree of reliance.* The extent of reliance on service contractors is not by itself a cause for concern. Agencies must, however, have a sufficient number of trained and experienced staff to manage Government programs properly. The greater the degree of reliance on contractors the greater the need for oversight by agencies. What number of Government officials is needed to oversee a particular contract is a management decision to be made after analysis of a number of factors. These include, among others, the scope of the activity in question; the technical

complexity of the project or its components; the technical capability, numbers, and workloads of Federal oversight officials; the inspection techniques available; and the importance of the activity. Current contract administration resources shall not be determinative. The most efficient and cost effective approach shall be utilized.

(I) *Exercise of approving or signature authority.* Official responsibility to approve the work of contractors is a power reserved to Government officials. It should be exercised with a thorough knowledge and understanding of the contents of documents submitted by contractors and a recognition of the need to apply independent judgment in the use of these work products.

8. Responsibilities.

(a) *Heads of agencies.* Heads of departments and agencies are responsible for implementing this policy letter. While these policies must be implemented in the Federal Acquisition Regulation (FAR), it is expected that agencies will take all appropriate actions in the interim to develop implementation strategies and initiate staff training to ensure effective implementation of these policies.

(b) *Federal Acquisition Regulatory Council.* Pursuant to subsections 6(a) and 25(f) of the OFPP Act, as amended, 41 U.S.C. 405(a) and 421(f), the Federal Acquisition Regulatory Council shall ensure that the policies established herein are incorporated in the FAR within 210 days from the date this policy letter is published in the *Federal Register*. Issuance of final regulations within this 210-day period shall be considered issuance "in a timely manner" as prescribed in 41 U.S.C. § 405(b).

(c) *Contracting officers.* When requirements are developed, when solicitations are drafted, and when contracts are being performed, contracting officers are to ensure:

(1) that functions to be contracted are not among those listed in Appendix A of this letter and do not closely resemble any functions listed there;

(2) that functions to be contracted that are not listed in Appendix A, and that do not closely resemble them, are not inherently governmental functions according to the totality of the circumstances test in subsection 7(b), above;

(3) that the terms and the manner of performance of any contract involving functions listed in Appendix B of this letter are subject to adequate scrutiny and oversight in accordance with subsection 7(f), above; and

(4) that all other contractible functions are properly managed in accordance with subsection 7(e), above.

(d) *All officials.* When they are aware that contractor advice, opinions, recommendations, ideas, reports, analyses, and other work products are to be considered in the course of their official duties, all Federal Government officials are to ensure that, they exercise independent judgment and critically examine these products.

9. *Judicial review.* This policy letter is not intended to provide a constitutional or statutory interpretation of any kind and it is not intended, and should not be construed, to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any person. It is intended only to provide policy guidance to agencies in the exercise of their discretion concerning Federal contracting. Thus, this policy

letter is not intended, and should not be construed, to create any substantive or procedural basis on which to challenge any agency action or inaction on the ground that such action or inaction was not in accordance with this policy letter.

10. *Information contact.* For information regarding this policy letter contact Richard A. Ong, Deputy Associate Administrator, the Office of Federal Procurement Policy, 725 17th Street, N.W., Washington, DC 20503. Telephone (202) 395-7209. (*UPDATED 8/1995—contact the Budget Analysis and Systems Division, Office of Management and Budget, 725 17th Street, N.W., Washington, DC 20503. Telephone (202) 395-6104.*)

11. *Effective date.* This policy letter is effective 30 days after the date of publication.

Signed by

ALLAN V. BURMAN
Administrator

Appendix A to OFFP Policy Letter 92-1

The following is an illustrative list of functions considered to be inherently governmental functions:¹

1. The direct conduct of criminal investigations.
2. The control of prosecutions and performance of adjudicatory functions (other than those relating to arbitration or other methods of alternative dispute resolution).
3. The command of military forces, especially the leadership of military personnel who are members of the combat, combat support or combat service support role.
4. The conduct of foreign relations and the determination of foreign policy.
5. The determination of agency policy, such as determining the content and application of regulations, among other things.
6. The determination of Federal program priorities or budget requests.
7. The direction and control of Federal employees.
8. The direction and control of intelligence and counter-intelligence operations.
9. The selection or nonselection of individuals for Federal Government employment.
10. The approval of position descriptions and performance standards for Federal employees.
11. The determination of what Government property is to be disposed of and on what terms (although an agency may give contractors authority to dispose of property at prices within specified ranges and subject to other reasonable conditions deemed appropriate by the agency).
12. In Federal procurement activities with respect to prime contracts,
 - (a) determining what supplies or services are to be acquired by the Government (although an agency may give contractors authority to acquire supplies at prices within specified ranges and subject to other reasonable conditions deemed appropriate by the agency);
 - (b) participating as a voting member on any source selection boards;

¹ With respect to the actual drafting of congressional testimony, of responses to congressional correspondence, and of agency responses to audit reports from an Inspector General, the General Accounting Office, or other Federal audit entity, please see special provisions in subsection 6.c of the text of the policy letter, above.

(c) approval of any contractual documents, to include documents defining requirements, incentive plans, and evaluation criteria;

(d) awarding contracts;

(e) administering contracts (including ordering changes in contract performance or contract quantities, taking action based on evaluations of contractor performance, and accepting or rejecting contractor products or services);

(f) terminating contracts; and (g) determining whether contract costs are reasonable, allocable, and allowable.

13. The approval of agency responses to Freedom of Information Act requests (other than routine responses that, because of statute, regulation, or agency policy, do not require the exercise of judgment in determining whether documents are to be released or withheld), and the approval of agency responses to the administrative appeals of denials of Freedom of Information Act requests.

14. The conduct of administrative hearings to determine the eligibility of any person for a security clearance, or involving actions that affect matters of personal reputation or eligibility to participate in Government programs.

15. The approval of Federal licensing actions and inspections.

16. The determination of budget policy, guidance, and strategy.

17. The collection, control, and disbursement of fees, royalties, duties, fines, taxes and other public funds, unless authorized by statute, such as title 31 U.S.C. § 952 (relating to private collection contractors) and title 31 U.S.C. § 3718 (relating to private attorney collection services), but not including:

(a) collection of fees, fines, penalties, costs or other charges from visitors to or patrons of mess halls, post or base exchange concessions, national parks, and similar entities or activities, or from other persons, where the amount to be collected is easily calculated or predetermined and the funds collected can be easily controlled using standard cash management techniques, and

(b) routine voucher and invoice examination.

18. The control of the treasury accounts.

19. The administration of public trusts.

Appendix B to OFFP Policy Letter 92-1

The following list is of services and actions that are not considered to be inherently governmental functions. However, they may approach being in that category because of the way in which the contractor performs the contract or the manner in which the Government administers contractor performance. When contracting for such services and actions, agencies should be fully aware of the terms of the contract, contractor performance, and contract administration to ensure that appropriate agency control is preserved.

This is an illustrative listing, and is not intended to promote or discourage the use of the following types of contractor services:

1. Services that involve or relate to budget preparation, including workload modeling, fact finding, efficiency studies, and should-cost analyses, etc.
2. Services that involve or relate to reorganization and planning activities.
3. Services that involve or relate to analyses, feasibility studies, and strategy options to be used by agency personnel in developing policy.
4. Services that involve or relate to the development of regulations.
5. Services that involve or relate to the evaluation of another contractor's performance.
6. Services in support of acquisition planning.
7. Contractors' providing assistance in contract management (such as where the contractor might influence official evaluations of other contractors).
8. Contractors' providing technical evaluation of contract proposals.
9. Contractors' providing assistance in the development of statements of work.
10. Contractors' providing support in preparing responses to Freedom of Information Act requests.
11. Contractors' working in any situation that permits or might permit them to gain access to confidential business information and/or any other sensitive information (other than situations covered by the Defense Industrial Security Program described in FAR 4.402(b)).
12. Contractors' providing information regarding agency policies or regulations, such as attending conferences on behalf of an agency, conducting community relations campaigns, or conducting agency training courses.
13. Contractors' participating in any situation where it might be assumed that they are agency employees or representatives.
14. Contractors' participating as technical advisors to a source selection board or participating as voting or nonvoting members of a source evaluation board.
15. Contractors' serving as arbitrators or providing alternative methods of dispute resolution.
16. Contractors' constructing buildings or structures intended to be secure from electronic eavesdropping or other penetration by foreign governments.
17. Contractors' providing inspection services.
18. Contractors' providing legal advice and interpretations of regulations and statutes to Government officials.
19. Contractors' providing special non-law enforcement, security activities that do not directly involve criminal investigations, such as prisoner detention or transport and non-military national security details.

APPENDIX 6

Aviation Competitions

A. General

1. This Appendix provides guidance for use in cost comparisons involving the provision of aircraft or aviation management support services. It has been prepared to ease completion of cost comparisons conducted in accordance with OMB Circular A-76 and OMB Circular A-126, "Improving the Management and Use of Government Aircraft," dated May 22, 1992.

2. In accordance with OMB Circular A-126, agencies should conduct approved cost comparisons before retaining, purchasing or otherwise providing Federal aircraft or aviation services not otherwise exempt from Circular A-76 (see Part I). In reviewing aviation programs, agencies should consider that although an activity or mission may be inherently governmental, the tools needed to perform the activity are not necessarily inherently governmental. Related aviation support services should be reviewed, in accordance with this Supplement, for possible conversion to or from in-house, contract or interservice support agreement (ISSA) performance. Leases for aircraft of 90 days or more are subject to these principles and procedures.

3. Agencies may estimate lease, charter, or other contract aviation support costs through the General Services Administration's (GSA) Federal Aviation Management Information System (FAMIS) or other pre-approved data sources. This approach avoids the need for formal solicitations to acquire commercial bids for comparison with an in-house Government cost estimate. Other aspects of the process described in this Supplement are maintained.

4. When an aviation cost comparison is conducted, the agency will notify affected Federal employees and announce the tentative cost comparison decision in the *Commerce Business Daily*. The announcement will initiate the A-76 Administrative Appeal process. The Performance Requirements Summary, the Management Plan, including the calculation of commercial costs, and the aviation cost comparison form will be made available to the public upon request.

5. Appeals of tentative aviation cost comparison decisions will be directed to the agency's A-76 Administrative Appeal Authority, who will conduct the appeal as provided in Part I and Part II of this Supplement.

6. These instructions incorporate the cost element definitions used elsewhere in Parts I and II of this Supplement. In addition, there are several cost definitions that pertain to only aircraft and aviation services as provided by this Appendix.

7. Agencies will provide copies of each aircraft or aviation cost comparison to the GSA Office of Aircraft Management Division, when completed, and to the Office of Management and Budget (OMB) upon request or as required by OMB Circular A-11 to justify aircraft purchases.

B. Policy

1. Agencies should rely on commercial airline or other aviation services to meet their aviation mission and transportation support needs.

2. In general, the operations of aircraft and aviation services are commercial in nature and are not inherently governmental. Certain Government officials or missions may require enhanced levels of security, both on the ground and in the air. In most cases, however, the aviation industry can accommodate the Government's need for services and for on-board security devices, special flight profiles, testing equipment, etc.

3. The number of aircraft owned or leased by an agency may not exceed the number necessary to carry out direct mission requirements and, then, only where commercial operations are not as cost effective or are not available, as demonstrated by the procedures of this Supplement.

4. The size and capacity of agency aircraft acquired or leased should not exceed that necessary to cost-effectively meet mission requirements, including the crew and equipment for the mission flight profiles.

C. The Aviation Management Plan

1. The Management Plan for aircraft or aviation support services should conform to the principles and procedures in Part I of this Supplement. The Management Plan is structured to identify the lowest overall cost to the taxpayer and to fully consider Government Owned Contractor Operated (GOCO) options.

2. A Performance Work Statement (PWS) or a Performance Requirements Summary (PRS) is a part of the Management Plan. It should define the scope of services, workload data and performance criteria needed to meet agency mission requirements. It may

not describe a specific kind or make or model of aircraft.

3. Agencies should determine if equipment and/or personnel can be fitted to a contract or charter/rental aircraft agreement that results in a lower total service cost to the Government. Equipment requirements include, but are not limited to, aircraft, unique navigation, secure communication, and flight test devices.

4. GSA FAMIS data assume that the contractor will provide all related equipment, including aircraft. Agencies that wish to use these aircraft cost comparison procedures, under a GOCO arrangement, may need to solicit adjusted rate schedules from a variety of sources. If acceptable information sources are not available, a formal competition with commercial and/or ISSA sources may be necessary.

5. If the scope of the competition includes non-aviation support (ground support activities), the cost of such in-house, contract or ISSA support is calculated as provided in Part II of this Supplement.

D. The cost of government performance

All labor, material and fuel costs are estimated and escalated as provided in Part II of this Supplement.

E. Standard aviation operation cost elements—variable

The variable costs of operating aircraft are those costs that vary depending on how much the aircraft are used. The specific variable cost elements include:

1. **Fuel and other fluids.** These are the costs of aviation gasoline, jet fuel, and other fluids, e.g., engine oil, hydraulic fluids, and water-methanol, consumed by aircraft. Fuel costs are the cost per gallon times gallons per hour. Engine oil and other lubricants can be estimated using manufacturers' estimates or on the basis of an historic percentage of engine fuel cost per hour.

2. **Crew.** The crew costs that vary according to aircraft usage consist of travel expenses, particularly reimbursement of subsistence, i.e., per diem and miscellaneous expenses, overtime charges, and wages plus benefits of crew members hired on an hourly or part-time basis.

3. **Aircraft lease or rental.** When aircraft are obtained under an open-ended arrangement, such as an on-call (hourly/availability rate) basis, the associated lease or rental costs are considered variable costs.

4. **Landing and tie down fees (if applicable).** Landing and tie down fees that are not common costs and are associated with aircraft usage are considered vari-

able costs. Tie down fees for storing an aircraft at its base of operations should be considered a fixed cost. Include the historic fees paid or assessed per landing, times landings, divided by projected flight hours.

5. Variable maintenance and spares.

All maintenance activities and parts costs based on aircraft use are variable costs. All non-scheduled maintenance and all non-scheduled maintenance inspections are also variable costs. Maintenance and inspection activities scheduled on a calendar interval basis will be considered fixed. In addition to the costs of normal maintenance activities, variable maintenance costs include aircraft refurbishment, such as painting and interior restoration, and costs of or allowances for performing overhauls and modifications required by service bulletins and airworthiness directives.

a. **Maintenance labor.** All labor expended by mechanics, exclusive of the overhaul or major repair of components and engines.

b. **Maintenance parts.** This includes materials and parts consumed in aircraft maintenance and inspections, exclusive of materials and parts for engine overhaul, aircraft refurbishment, and/or repair of major components. Typical items in this category are tires, instruments, avionics, generators, relays, pumps, brakes, filters, airframe hardware, windows, interiors, paint, shafting, and bearings not inside components covered under an overhaul.

c. **Maintenance contracts.** This includes all contracted costs for unscheduled maintenance and for maintenance scheduled on a flying hour basis or based on the condition of the part or component.

d. **Engine overhaul, aircraft refurbishment, and major component repairs.** These are the materials and labor costs of overhauling engines, refurbishing aircraft, and/or repairing major aircraft components.

e. **Reserves.** This is for overhauling components of engines, and other major work including painting, refurbishment of the aircraft interior, and expenses not recognized in other maintenance accounts.

f. Add lines 5a through 5e and enter on line 5f for the total cost of direct variable maintenance and spares.

6. Add lines 1 through 4 and 5f to find the total direct operations cost per flight hour.

7. Enter the annual number of flight hours from the PWS/PRS.

8. Multiply the total direct operating cost per flight hour (line 6) by the number of flight hours (line 7) to find the total direct operating cost.

F. Standard aviation operation cost elements—fixed

The fixed costs of operating aircraft are those that result from owning and supporting the aircraft and do not vary according to aircraft usage.

9. **Crew.** Federal pilots/crew are often paid whether or not the aircraft are flown. These fixed crew costs include the salaries, benefits, and training costs of crew members who perform minimal aircraft maintenance or other administrative tasks that could be impacted by a conversion to contract performance. Also included in fixed crew costs are the costs of their charts, personal protective equipment, uniforms, and other personal equipment when the agency is authorized to purchase such items. Non-aviation activities performed by pilots/crew that would continue even if operations were converted to contract should not be included.

10. Fixed maintenance.

Maintenance and inspection activities are scheduled on a calendar interval basis and take place regardless of whether or how much the aircraft are flown. These are fixed costs, including labor and material.

a. **Maintenance labor.** This includes all projected labor expended by mechanics, technicians, and inspectors associated with maintenance scheduled on a calendar interval basis. This category also includes costs associated with non-allocated maintenance labor expenses; i.e., associated salaries, benefits, travel expenses, and training costs. These costs should be evenly allocated over the number of aircraft in the fleet.

b. **Maintenance parts.** This includes all parts and consumables used for maintenance scheduled on a calendar interval basis.

c. **Maintenance contracts.** This includes all contracted costs for maintenance or inspection scheduled on a calendar interval basis.

11. **Aircraft lease.** When aircraft are leased for 90 days or more, with a known fee, utilization rate or minimum reimbursement guarantee, the associated lease costs are considered fixed. Include the entire amount paid.

12. Depreciation.

As provided in Part II of this Supplement, aircraft and other major asset (hangar) depreciation costs are added to each option year. Aircraft have finite economic or useful service lives. Depreciation is the method used to spread the acquisition cost, less residual value, over an asset's useful life. Although these costs are not direct outlays as is the case with most other costs, it is important to recognize them for

analysis. Subtract the residual (not market) value from the total of the acquisition cost plus any capital improvements and, then, divide by the remaining estimated useful life of the asset—not less than the cost comparison period.

a. The acquisition cost is the value initially recorded on agency property/accounting records at the time of acquisition. If the aircraft is acquired through an interagency transfer, the acquisition cost is the greater of the aircraft net book value plus the cost of returning the aircraft to an airworthy, mission ready condition or the commercial retail value of that aircraft in average condition, as established by the *Aircraft Bluebook Price Digest* or other industry standard. If it is a military aircraft without a direct commercial equivalent, the acquisition cost is equal to the most comparable commercial equivalent plus the cost of returning the aircraft to an airworthy, mission ready condition. The following explains the relevant terms:

b. **Useful life.** Useful life is the estimated period during which the aircraft will be used. If a new aircraft has an airframe with a design life of 10,000 hours and the agency expects to fly the aircraft 500 hours per year, the useful life is twenty years.

c. **Residual value.** Residual value reflects the historically expected condition of the asset at the end of its useful life. It is the dollar value below which the asset will not be depreciated. Residual value is established at the time of acquisition. Agencies will select the lesser of the following methods to calculate the residual value of aircraft:

(1) Assume a 10 percent residual value for purposes of calculating the depreciable value of the aircraft and annual depreciation expenses.

(2) Select the average of the historic resale value of similar aircraft by age and type, as provided by GSA.

d. **Reconstructions, conversions, refurbishment, and certification of ex-military aircraft.** These maintenance efforts add value or prolong the life of aircraft. They are capital improvements that add to the Net Book Value of the asset (acquisition cost less accumulated depreciation). This revised total value should then be depreciated over the remaining or extended useful life of the asset.

e. **Fully depreciated assets.** If an asset has been fully depreciated or has exceeded its expected useful life, recalculate the depreciation schedule through the end of the cost comparison period.

13. Self insurance costs.

(March 1996)

OMB Circular No. A-76—Revised Supplemental Handbook

Aviation activity involves risks, potential casualty losses and liability claims. These risks are covered in the commercial sector by purchasing insurance, the costs for which are captured within the GSA FAMIS system. Actual or historic agency costs are not comparable with the costs included in the commercial bid (FAMIS) or representative of the overall cost to the Government as a whole.

a. Agencies should calculate annual in-house hull aircraft casualty insurance costs by multiplying the "Blue Book" or market value of the aircraft by the insurance factors provided annually by the General Services Administration's Aircraft Management Division. Enter these cost estimates on line 13a.

b. Agencies should calculate annual Federal aircraft liability insurance costs on the basis of the number of aircraft seats the agency has or will install, including pilots, over the course of the cost comparison period. Enter the aircraft liability cost developed using data provided annually by the General Services Administration's Aircraft Management Division on line 13b.

c. All other insurance costs incurred in the performance of the aviation service under study are calculated in accordance with Part II and entered on Line 13a or 13b, as appropriate.

d. Enter the total for all insurance (sum of lines 13a through 13c) on Line 13d.

14. **Overhead.** This includes all costs associated with operational and administrative overhead. As described in Part II of this Supplement, aviation management overhead costs shall be calculated by applying the standard overhead cost factor of 12 percent to the total of lines 2, 5.a, 9 and 10.a of the Aircraft and Aviation Cost comparison Form. Enter the total of this calculation on Line 14.

15. **Cost of capital or finance expense.**

a. The cost of capital is the annual cost to the Government of acquiring the funds necessary for capital investments. The cost of capital is applied to the outstanding balance of the aircraft purchase price for each year of the performance period.

b. The annual cost of capital is included for any depreciable asset acquired less than two years prior to or after the cost comparison that will be used as a part of the MEO. The cost of capital is only applicable to assets required by the MEO that will not be provided (GOCO) to the commercial source.

c. The cost of capital is calculated by applying OMB Circular A-94 "Discount Rates to be Used in Evaluating Deferred Costs and Benefits," plus any capital improvements.

d. If the purchase price is unknown, as in the case of a forfeited asset or interagency transfer, the acquisition cost is the greater of the aircraft net book value plus the cost of returning the aircraft to an airworthy, mission ready condition or the commercial retail value of that aircraft in average condition, as established by the *Aircraft Bluebook Price Digest* or other industry standard. If it is a military aircraft without a direct commercial equivalent, the acquisition cost is equal to the most comparable commercial equivalent plus the cost of returning the aircraft to an airworthy, mission ready condition.

e. Aircraft acquired through lease/purchase arrangements are not be burdened with the cost of capital. The cost of capital is assumed to exist in the lease/purchase agreement. At the transfer of title, depreciation expenses, calculated from the then existent market price of the aircraft, will be incurred.

16. **Total fixed operating costs.** Add lines 9 through 15 and enter on line 16.

17. **Total in-house MEO performance costs.** Add lines 8 and 16 and enter on line 17.

G. Standard aviation operation cost elements—developing the cost of contract performance

18. **Contract cost.**

a. The comparable cost of contract performance is to be calculated on the Aviation CCF.

b. The most efficient commercial cost of meeting the service requirement is to be entered if a solicitation was issued requesting formal bids. If GSA/FAMIS data is being used to estimate contract costs, this figure is established by reviewing existing contracts and rental/charter flight rate information provided by FAMIS or from other GSA approved sources.

c. Enter the estimated trip costs times the number of trips/missions or the hourly rate for that aircraft times the number of estimated flight hours from the PWS/PRS on line 19. If FAMIS does not reflect the aircraft services requirements, and reasonably accurate costs cannot be constructed by extrapolation from the FAMIS database, agencies may utilize other approved data sources.

19. **Cost construction to meet PWS/PRS.**

There may be other adjustments necessary to estimate the cost of contract performance using GSA/FAMIS data. The following are other costs that may be considered and entered—to the extent that they are not common costs or costs included in the published/developed rates. All such costs will be fully justified and made available for public review.

a. Daily Availability/Standby/Guarantee Hours.

- b. Additional Pilot and Crew Charges.
- c. Additional Maintenance Support.
- d. Airframe Alteration/Equipment Installation.
- e. Equipment Not Provided by the Government.
- f. Additional Ground Service Support.
- g. Travel and Per Diem.
- h. Service Equipment Mileage.
- i. Airport Fees.
- j. Other.

20. **Contract administration.** There will be costs that the agency incurs in administering the contract. These costs are relevant only if they differ between in-house and contract alternatives. Agencies should refer to Part II, Chapter 3, Table 3-1 for guidance.

21. **One-time conversion costs.** See Part II, Chapter 3 of this Supplement.

22. **Gain from disposal/transfer of assets.** See Part II Chapter 3 of this Supplement.

23. **Federal income tax.** Multiply line 19 as provided in Appendix 5 and enter as a savings/revenue to the Government caused by the conversion to contract performance.

24. **Total estimated cost of contract performance.** This element reflects the total of lines 18 through 24.

H. Aviation cost comparison of in-house versus contractor or ISSA performance.

25. **In-house performance costs.** Data is taken from Line 17—for each year of performance as established in the PRS, but not less than three years.

26. **Contract or ISSA performance.** Data is taken from line 24—for each year of performance.

27. **Conversion differential.** As provided in Part II of this Supplement, a conversion differential equal to the lesser of; (1) 10 percent of the in-house personnel related costs (total of Lines 2, 5.a, 9 and 10.a.) or (2) \$10 million over the performance period, is added to the total cost of current method of performance. Enter the result of this calculation on Line 27.

28. **Adjusted total cost of in-house performance.** If the cost comparison is being conducted to determine if an aircraft or aviation service should be converted

from contract or ISSA performance to in-house operation, the conversion differential as calculated above (Line 27) is added to the In-house performance cost estimate (Line 25, Total Column only) and the sum is entered under Adjusted Total Cost of In-House Performance (Line 28). The amount in the Total Column for Line 26 is replicated on Line 29.

29. **Adjusted total cost of contract performance.** If the cost comparison is being conducted to determine if an aircraft or aviation service should be converted from in-house operation to contract or ISSA performance, the conversion differential as calculated above (Line 27) is added to the Contract performance cost estimate (Line 26, Total Column only) and the sum is entered under Adjusted Total Cost of Contract Performance (Line 29). The amount in the Total Column for Line 25 is replicated on Line 28.

30. **Decision.** Subtract Line 28 from Line 29 and enter the result on Line 30. A positive amount on Line 30 supports a decision to perform the aircraft and aviation support activity with in-house resources. A negative amount on Line 30 supports a decision to accomplish the work with contract resources.

31. Cost comparison decision.

Indicate in the appropriate block on line 31 the decision supported by line 30.

a. If the result of the comparison is a decision to accomplish the work with contract resource and that decision is affirmed after adjustments by the public review, the agency will:

(1) Expand the Performance Requirements Summary developed under the aviation methodology to meet the requirements of a Performance Work Statement.

(2) Issue a formal solicitation for bids from the commercial sector and convert to contract.

b. If the decision of the aviation cost comparison is to accomplish the work with in-house resources, and that decision is affirmed after adjustments by the public review, the agency will announce the final decision in the *Commerce Business Daily*. The results will be recorded in the OMB Circular A-76 tracking system.

THE A-76 AIRCRAFT AND AVIATION COST COMPARISON FORM

DIRECT OPERATION COST PER FLIGHT HOUR (PFH)

- | | | | |
|---|-------|----|-------|
| 1. Fuel and and Other Fluids | | \$ | _____ |
| 2. Crew (PFH) | | | _____ |
| 3. Aircraft Lease or Rental | | | _____ |
| 4. Landing and Tie-Down Fees (If applicable) | | | _____ |
| 5. Variable Maintenance and Spares | | | _____ |
| a. Maintenance Labor @ \$_____ per hour multiplied by _____ man-hours PFH | _____ | | |
| b. Maintenance Parts | _____ | | |
| c. Maintenance Contracts | _____ | | |
| d. Engine over-haul, etc. | _____ | | |
| e. Reserves | _____ | | |
| f. Total variable maintenance cost | | | _____ |
| 6. Total Direct Operating Cost Per Flight Hour | | | _____ |
| 7. Flight Hours for PWS | | | _____ |
| 8. TOTAL DIRECT OPERATING COST (line 6 x line 7) | | \$ | _____ |

FIXED OPERATING ANNUAL COST

- | | | | |
|---|-------|--|-------|
| 9. Crew | | | |
| 10. Fixed Maintenance | | | _____ |
| a. Maintenance Labor | | | _____ |
| b. Maintenance Parts | | | _____ |
| c. Maintenance Contracts | | | _____ |
| 11. Aircraft Lease | | | _____ |
| 12. Depreciation | | | _____ |
| 13. Self Insurance | | | _____ |
| a. Hull | _____ | | |
| b. Liability | _____ | | |
| c. Other | | | |
| c1. Casualty | _____ | | |
| c2. Personnel Liability | _____ | | |
| d. Total Self-Insurance | | | _____ |
| 14. Overhead | | | _____ |
| 15. Cost of Capital or Finance expense | | | _____ |
| 16. TOTAL FIXED OPERATING ANNUAL COST (Lines 9 thru 15) | | | _____ |
| 17. TOTAL IN-HOUSE PERFORMANCE COST (Lines 8 + 16) | | | _____ |

CONTRACT AVIATION OPERATIONS COST WORKSHEET

- | | | | |
|--|--|--|-------|
| 18. Contract (PFH times number of hours) | | | _____ |
| 19. Cost construction to meet PWS | | | |
| a. Daily availability/guarantee hours | | | _____ |
| b. Additional pilot and crew charges | | | _____ |
| c. Additional maintenance support | | | _____ |
| d. Airframe alteration/equipment installation | | | _____ |
| e. Equipment not provided by Government | | | _____ |
| f. Additional ground service support | | | _____ |
| g. Travel and per diem | | | _____ |
| h. Service equipment mileage | | | _____ |
| i. Airport fees | | | _____ |
| j. Other | | | _____ |
| 20. Contract Administration | | | _____ |
| 21. One-time Conversion | | | _____ |
| 22. Gain on Disposal/Transfer of Assets (deduct) | | | _____ |
| 23. Federal income tax (deduct) | | | _____ |
| 24. TOTAL CONTRACT PERFORMANCE COST | | | _____ |

IN-HOUSE VERSUS CONTRACT PERFORMANCE

	Performance periods				Total
	1st	2nd	3rd	Add'l	
25. In-house performance	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
26. Contract performance	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
27. Conversion Differential					\$ _____
28. Adjusted Total Cost of In-House Performance					\$ _____
29. Adjusted Total Cost of Contract Performance					\$ _____
30. Decision—Line 29 minus Line 28:					\$ _____
31. COST COMPARISON DECISION: Accomplish Work					
In-house (+)					\$ _____
Contract (-)					\$ _____

32. In-House MEO Certified By: _____ Date: _____

 Office and Title

"I certify that, to the best of my knowledge and belief, the in-house organization reflected in this cost comparison is the most efficient and cost effective organization that is fully capable of performing the scope of work and tasks of the PWS/PRS. I further certify that I have obtained from the appropriate authority concurrence that the organizational structure, as proposed, can and will be fully implemented — subject to this cost comparison, in accordance with all applicable Federal regulations.

33. In-House Cost Estimate Prepared By: _____ Date: _____
 34. Independent Reviewer: _____ Date: _____

 Office and Title

"I certify that I have reviewed the PWS/PRS, Management Plan, In-house and GSA/FAMIS cost estimates and supporting documentation available prior to bid opening and to the best of my knowledge and ability have determined that: (1) the ability of the in-house MEO to perform the work contained in the PWS/PRS at the estimated costs included in this cost comparison is reasonably established, (2) that the selection and inclusion of contract performance costs are reasonable and, (3) that all costs entered on the cost comparison have been prepared in accordance with the principles and procedures of Circular A-76 and its Supplement.

35. Cost Comparison Completed By: _____ Date: _____
 36. Contracting Officer: _____ Date: _____
 37. Tentative Cost Comparison
 Decision Announced By: _____ Date: _____
 38. Appeal Authority (if applicable): _____ Date: _____

APPENDIX 7

Motor Vehicle Competitions

A. General

This Appendix provides joint guidance by OMB and The General Services Administration (GSA) for use in cost comparisons involving the provision of motor vehicle fleet management services. It applies to conversions to or from in-house, contract or inter-service support agreement (ISSA). Agencies should consider the costs, benefits and feasibility of using the agency's fleet management system, the GSA Inter-agency Fleet Management System (IFMS), other ISSA providers and qualified commercial management providers.

B. Specific

1. Cost comparisons will comply with Part I and Part II of this Supplement, and as discussed in this Appendix.

2. Cost comparisons should distinguish between the benefits of centralized Government vehicle acquisition and the potential benefits of fleet acquisition, operation, maintenance, and disposal management support services. Solicitations should permit or may require offerors to compete vehicle asset costs separately from fleet management services.

3. In accordance with Part I, Chapter 2 of this Supplement, all Government offerors will certify that their performance cost estimates or reimbursable rates are calculated in accordance with this Supplement.

4. Agencies may include all of their fleet requirements, including those currently being met by the GSA/IFMS or the private sector. Vehicles currently provided by the GSA/IFMS may be included in the agency's in-house cost estimate as IFMS vehicles.

C. Developing the requesting agency's in-house motor vehicle fleet management costs

1. The requesting agency's in-house costs are calculated as provided in Parts I and II of this Supplement and entered on Lines 1 through 7 as appropriate. Care should be taken to separate vehicle asset costs (cost of vehicles) from vehicle acquisition and other administrative management support costs.

D. Developing comparable motor vehicle fleet costs

1. Competitions between a requesting agency, private sector offeror, the GSA/IFMS or another ISSA

offeror may require that the requesting agency make certain adjustments in scope and cost to ensure that the cost comparison is equitable. These scope and cost adjustments, as discussed below, include:

- Contract Price
- Contract Administration Costs
- Additional Costs
- One-time Conversion Costs
- Gain/Loss on Disposal/Transfer of Assets
- Federal Income Taxes
- Other Adjustment Costs
- Minimum Differential

2. *Contract Price (Line 9 and Line 16).*—The contract price is the price proposed by the lowest priced, fully qualified commercial offeror, IFMS or ISSA offeror. This will be obtained by issuing a solicitation requesting offers. The agency should be careful that the solicitation accurately describes its fleet management needs.

3. *Contract administration costs (Line 10 and Line 17).*

Include costs, as appropriate from Part II Table 3-1.

4. *One-time conversion costs (Line 11 and Line 18).*

a. One-time conversion costs may result when a contractor, IFMS or ISSA offeror takes over the operation of the fleet. This can involve the costs of the transfer of Government-owned supplies or temporary labor costs incurred to facilitate the transition to a new fleet manager.

b. When items of material become available for transfer to the contractor, IFMS or ISSA, material related conversion costs may result. If materials consumed as a part of the requesting agency's MEO are clearly identified in the PWS to be transferred to the contractor, IFMS or ISSA, the value of those materials and supplies are common costs and not considered a part of the comparison.

c. If, however, those same materials are not to be provided to the contractor, IFMS or ISSA offeror, but are instead to be transferred to another agency location or excessed, the value of that material should be subtracted from the contract, IFMS or ISSA offers as a net savings to the Government resulting from the conversion.

5. *Gain on disposal of assets (Line 12 and Line 19).*

a. If an agency requires the contractor, IFMS or ISSA to replace existing Government (agency) owned

vehicles (assets) by a specific date, the projected fair market value of those existing assets, as established by generally available industry guides, are *subtracted* from the contractor's, IFMS or ISSA's cost estimates. These values represent a net "savings" caused by conversion.

b. Agencies may provide that vehicle replacement by the contractor, IFMS or ISSA offeror will be in accordance with the Government's existing or MEO replacement schedule. In this case, all parties to the competition should assume replacement at the same rate. Values from existing fleet to the Government apply to all alternatives equally.

c. Agencies may also continue to provide vehicles for contractor, IFMS or ISSA fleet management. No adjustments are necessary.

d. Finally, agencies may require replacement by the contractor, IFMS or ISSA offeror and may allow the IFMS or ISSA offeror to simply assume ownership of the existing fleet as Federal agencies. In this case, the agency, IFMS or ISSA offeror receives a gain—and a considerable competitive advantage over the contract bid—estimated at the fair market value of the existing fleet. An amount equal to the fair market value of the existing fleet is *added* to the agency, IFMS or ISSA offeror bid at Line 19 for cost comparison purposes.

6. *Federal income tax* (Line 13 and Line 20).

a. Agencies should recognize the current contract support identified in Line 6, above. Calculate the total Federal Income Tax, based upon the contractor's offer (Line 9) and Appendix 5, Tax Rate Table. Subtract from the contractor's estimated tax liability the Federal taxes paid within the in-house cost estimate (estimated from the appropriate share of Line 6 and as described in the Management Plan) and enter the remainder.

b. The same treatment may be afforded to the GSA/IFMS or ISSA offer, if the offeror certifies the value of its contract support contained within its overall cost estimate. This estimate must be available to the requesting agency's Independent Review Officer for review and concurrence.

7. *Conversion differential* (Line 7, Line 14 and Line 21).

The standard minimum differential, as provided in Part II of this Supplement, shall be applied to the contract, IFMS and ISSA offers. If the cost comparison is being conducted to determine if motor vehicle fleet management services should be converted from contract, IFMS or ISSA performance to in-house agency operation, the conversion differential

is added (on Line 7) to the in-house performance cost estimate. If the cost comparison is being conducted to determine if motor vehicle fleet management services should be converted from in-house operation to contract, IFMS or ISSA performance, the conversion differential is added (on Line 14 and Line 21) to the contract, IFMS or ISSA performance cost estimates.

8. *Other IFMS/ISSA Scope Adjustments* (Line 22).

a. It is not the intent of this Supplement to require the IFMS or other potential ISSA offerors to alter their methods of operation to provide unique or site specific services. While such services may meet agency missions and may legitimately be included in the solicitation, additional adjustments to the IFMS/ISSA cost estimate may be necessary to reflect differences in the bids. Examples of such services include: dispatching, vehicle transition, maintenance work warranties, certain disposal services/costs, accessory installations and removals, tire replacements, etc.

b. Agencies should identify the differences between the requirements of the solicitation (contractor bid) and the IFMS/ISSA cost estimate. The agency determines if any item or combination of items will impact the agency's ability to perform. If the agency's ability to perform would be adversely impacted, the IFMS/ISSA cost estimates may be rejected as non-responsive. If the differences will have minimal agency performance implications, and/or can continue to be performed by agency personnel, the IFMS/ISSA cost estimates will be adjusted for purposes of comparison with the contractor and MEO offers, based upon the comparable costs contained in the agency's MEO.

c. A complete record of all adjustments to the contractor's, IFMS and ISSA's cost estimates should be maintained and made available to the public upon request.

E. *Motor vehicle cost comparison*

1. A Motor Vehicle Cost Comparison Form (MVCCF) has been developed. Use of this form will help agencies move through the cost comparison in a structured manner. The Form has been set up with five sections. Each section relates to a different set of costs or to the evaluation itself. Within each section, the appropriate cost elements have been shown.

2. Each cost listed is projected for all periods of the cost comparison. The first year will reflect current estimated costs. For each of the following years, the inflation factors provided by this Supplement shall be used for each element of cost that is affected

by inflation. A minimum of one year and three option years will be used for comparative purposes.

3. With the completion of the MVCCF, the agency may evaluate the alternatives. In order to do this, the total Lines (Lines 8, 15 and 23) should be en-

tered on Lines 24, 25 and 26, respectively. The decision is based upon the lowest overall cost to the Government over the minimum five-year cost comparison period. Enter the decision as appropriate.

THE A-76/MV COST COMPARISON FORM FOR MOTOR VEHICLE FLEETS

	Performance Periods (Fiscal Years)					
	Base Year	Option Yr 1	Option Yr 2	Option Yr 3	Option Yr 4	Total
A. DEVELOPMENT OF IN-HOUSE COSTS						
1. Personnel						
2. Material						
3. Other Direct						
4. Cost of Capital						
5. Overhead						
6. Additional						
7. Conversion Differential						
8. Total In-house						
B. DEVELOPMENT OF CONTRACT COSTS						
9. Contract Price						
10. Contract Administration						
11. One-time Conversion						
12. Gain on Disposal						
13. Federal Income Taxes	()	()	()	()	()	()
14. Conversion Differential						
15. Total Adjusted Contract Price						
C. DEVELOPMENT OF IFMS OR ISSA COSTS						
16. IFMS/ISSA cost estimate						
17. Contract Administration						
18. One-time Conversion						
19. Gain on Disposal						
20. Federal Income Taxes	()	()	()	()	()	()
21. Conversion Differential						
22. Other Scope Adjustments						
23. Total Adjusted IFMS or ISSA Price						
D. COST COMPARISON						
24. In-House						
25. Contract						
26. IFMS and/or ISSA						
E. DECISION						
☐ Retain In-House						
☐ Contract						
☐ Consolidate to GSA/IFMS or ISSA						
☐ Convert from Contract to: <i>In-house , IFMS or ISSA</i>						

THE A-76/MV COST COMPARISON FORM FOR MOTOR VEHICLE FLEETS

27. In-House MEO Certified By: _____ Date: _____

Office and Title

"I certify that, to the best of my knowledge and belief, the in-house organization reflected in this cost comparison is the most efficient and cost effective organization that is fully capable of performing the scope of work and tasks required by the Performance Work Statement. I further certify that I have obtained from the appropriate authority concurrence that the organizational structure, as proposed, can and will be fully implemented—subject to this cost comparison, in accordance with all applicable Federal regulations.

28. In-House Cost Estimate Prepared By: _____ Date: _____

29. Independent Reviewer: _____ Date: _____

Office and Title

"I certify that I have reviewed the PWS, Management Plan, In-house, GSA/IFMS or ISSA cost estimates and supporting documentation available prior to bid opening and, to the best of my knowledge and ability, have determined that: (1) the ability of the in-house MEO to perform the work contained in the Performance Work Statement at the estimated costs included in this cost comparison is reasonably established and, (2) that all costs entered on the cost comparison have been prepared in accordance with the requirements of Circular A-76 and its Supplement.

30. Cost Comparison Completed By: _____ Date: _____

31. Contracting Officer: _____ Date: _____

32. Tentative Cost Comparison
Decision Announced By: _____ Date: _____

33. Appeal Authority (if applicable): _____ Date: _____

Committee Information



HOUSE SPECIAL CMTE MILITARY & VETERANS AFFAIRS Special Committee

TTH

CHAIR: Representative MurkowskiVICE-CHAIR: Representative CoghillMember: Representative JamesMember: Representative KottMember: Representative CroftMember: Representative PhillipsMember: Representative CissnaMember: Representative Foster

Bill Root: Display History/Action Clear Bill Root[Return to BASIS Main Menu\(21st Legislature\)](#)

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Committee Information



JOINT ARMED SERVICES COMMITTEE Joint Committee

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CO-CHAIR: Representative Mulder

Member: Representative Murkowski
Member: Representative Therriault
Member: Representative Harris
Member: Representative Joule

Member: Senator Kelly Pete
Member: Senator Pearce
Member: Senator Wilken
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ALASKA STATE LEGISLATURE

SPEAKER OF THE HOUSE BRIAN PORTER

September 15, 1999

Michael C. Harper, President
Kuskokwin Corporation
2000 West International Airport Road #C-9
Anchorage, AK 99502

Dear Mike:

SLA 61, 1999 (SB 33) establishes a Commission on Privatization and Delivery of Government Services. Its duties are to evaluate ways to eliminate or transfer government services to other entities, review state methods for competitive bids and contracting procedures, and to identify state services that are most effectively delivered by the state. The Commission must submit a report to the governor and legislature by January 1, 2000.

This law requires the Speaker of the House to make the following appointments to the Commission:

- One member of the house who shall serve as co-chair: Accordingly, I appointed Representative John J. Cowdery of Anchorage as the house co-chair.
- One member of the minority caucus of the house: Accordingly, I appointed Representative Tom Brice of Fairbanks.
- Two public members, one of whom shall be a representative of a Native corporation established under 43 U.S.C. 1601-1628 (Alaska Native Claims Settlement Act): Accordingly, I appoint you to be an ANCSA-qualified public member of this commission. Mr. Tom Fink is the other public member appointed by my office.

A copy of SB 33 is included for your information. You will note that the President of the Senate has made additional appointments under the same guidelines. In addition, the law calls for appointments by the Alaska Municipal League, the Alaska State Chamber of Commerce and the AFL-CIO.

On behalf of the Alaska Legislature I want to thank you for taking on this important work.

Yours truly,

A handwritten signature in cursive script that reads "Brian".

Brian S. Porter
Speaker of the House

Cc: Drue Pearce, President of the Senate
Mano Frey, Executive President, AFL-CIO
Pam LaBolle, President, Alaska State Chamber of Commerce
Kevin Ritchie, Executive Director, Alaska Municipal League



and Delivery of Government Services

Co-Chairs:
Representative John Cowdery
Senator Jerry Ward

Senator Al Adams
Bill Allen
Representative Tom Brice
Tom Fink
Michael Harper
William Prosser
Kathryn Thomas
Don Valesko
George Wuerch

Dear State of Alaska Employee:

You should have heard by now that Governor Knowles and legislators have formed a State Commission on Privatization and Delivery of Government Services.

As state employees, you have an intimate knowledge of where efficiencies can be implemented in your particular jobs.

We, the members of the commission, hope you will seriously consider submitting ideas you may have for making government run as efficiently as possible.

Your ideas for making government more cost-effective benefit you personally AND benefit your fellow Alaskans.

Changing the way we do business is vital to saving your jobs and balancing the budget.

Other states have implemented programs and have brought about efficiencies in their state governments.

Let's all work together towards resolving our fiscal crisis.

Please be advised that AS 39.90.100, the Protection for Whistleblowers Act, is in effect as you participate in this public process. Specifically, the law states that a public employer may not disqualify a public employee or other person who reports a matter of public concern or participates in a proceeding connected with a matter of public concern.

Go to the Commission on Privatization and Delivery of Government Services home page at <http://www.privatizealaska.org> and click on "CONTACT"

We commend any and all efforts on your part to help us in our task.

Commission Members:
Representative John Cowdery, Co-chair
Senator Jerry Ward, Co-chair
Senator Al Adams
Representative Tom Brice
Bill Allen
Tom Fink
Michael C. Harper
William Prosser
Kathryn Thomas
Don Valesko
George Wuerch

ALASKA STATE LEGISLATURE

News From The Senate and House Majorities

State Capitol
Juneau, AK 99801
Actuality line: 1-800-478-6540
For Immediate Release: September 20, 1999

Jerry Ritter (907) 269-0167
Wendy Lindskoog (907) 269-0257
web site: <http://www.akrepublicans.org>
Contact: Sen. Jerry Ward (907)269-0106
Rep. John Cowdery (907) 269-0222

Privatization Commission Meets

Focus Shifts to Possible Elimination of Services

(JUNEAU) -- The 11-member Commission on Privatization and Delivery of Government Services, heard Monday from representatives of the nation's military, which has had an ongoing and successful privatization program in operation for several years. The Commission was established by the Legislature to examine the possibilities of turning some state functions over to private industry.

"Last week's vote against using Permanent Fund Dividend money to support State government means that the Privatization Commission's work is taking on added importance," said Commission Co-Chair Rep. John Cowdery (R-Anchorage). "Before, we were just talking about contracting out some services. Now, we have to look more at eliminating some services," Cowdery said.

"It is clear that we must place more emphasis on management issues, said Sen. Jerry Ward (R-Anchorage/Kenai), Commission Co-Chair, responding to a staff report that was partially critical of the Administration's participation. "We need managers who know what is important and what is not important," Ward said.

Calling the Privatization Commission's mission, "serendipitously fortunate," Commission member Kathryn Thomas of Kenai said: "We're just lucky that we are training ourselves about methods to reduce government costs and increase production at a time when the voters are saying that's what they want done. When we took on this job, the commission was only supposed to have a 6 month life span," Thomas said. "It's beginning to look like we're going to live longer than we bargained for."

Commission members spent the morning listening to a polished presentation from the US Army, Alaska about privatization practices in the military. "The Army literally wrote the book on privatization," said Marco Pignalberi, the Commission's Director, who arranged the briefing. "There is a substantial body of literature on this subject and it all points to seminal work done by the Office of Management and Budget and the Department of the Army," said Pignalberi.

-- More --

The public can contact the Commission anonymously with suggestions for privatizing or eliminating State government services by calling toll-free **1-888-562-7474** or, in Anchorage, 269-0226. In addition, the Commission has established a website, "**www.privatizealaska.org**." The site has photos and contact information for commission members, along with links to resource material about privatization, meeting schedules, and news items from the Commission. The website is designed to allow the public to keep abreast of Commission activities.

The commission will submit a written report to the governor and the legislature by January 1, 2000.

###



Alaska State Legislature

HOUSE OF REPRESENTATIVES

Committee on Finance

Official Business

State Capitol
Juneau, Alaska 99801-1182

House Finance Subcommittee Assignments Twenty-First Legislature

Subcommittee	CHAIR	MEMBERS						
Administration	Davis	Hudson	Phillips	Sanders	Joule	Kempen		
Commerce & Economic Development	Therriault	Cowdrey	Phillips	Rokeberg	Berkowitz	Smalley		
Community & Regional Affairs	Austerman	Halcro	Morgan	Kookish	Smalley			
Corrections	Mulder	Barnes	Dyson	Green	Rokeberg	Brice	Kapsner	
Court System	Foster	Barnes	Kott	Murkowski	Croft	Kapsner		
Education	Mulder	Coghill	Halcro	Murkowski	James	Cissna	Joule	
Environmental Conservation	Williams	Green	Kott	Masek	Croft	Davies		
Fish & Game	Bunde	Dyson	Morgan	Ogan	Williams	Moses	Grussendorf	
Governor	Mulder/ Therriault	Porter	Phillips	Kertula	Kookish			
Health & Social Services	Therriault	Dyson	Sanders	Whitaker	Brice	Kempen		
Labor	Austerman	Cowdrey	Porter	Rokeberg	Brice	Smalley		
Law	Kohring	Barnes	Porter	Kertula	Grussendorf			
Legislature	Mulder/ Therriault	Barnes	Phillips	Porter	Berkowitz	Grussendorf		
Military & Veteran Affairs	Foster	Coghill	Phillips	Murkowski	Cissna	Croft		
Transportation & Public Facilities	Williams	Foster	Harris	Hudson	Masek	Morgan	Kempen	Moses
Natural Resources	Kohring	Bunde	Coghill	James	Ogan	Sanders	Davies	Kertula
Public Safety	Davis	Harris	James	Masek	Whitaker	Cissna	Grussendorf	
Revenue	Bunde	Cowdrey	Green	Porter	Berkowitz	Grussendorf		
University	Austerman	Halcro	Harris	Whitaker	Croft	Davies		

Things To Do Today

David Teal
445-3002

3 vacancies
1 on vacation - looks
2 people - want
to hire 1 person -
may or not be job
value.

Call Commissioners and
let them know of
first meeting.

Call Subcomm. chairs and
get first meetings
scheduled.

Revere
HESS

Ginger B.

DOT
Labor

Tracy-
Vaccaro

DNR
DEC

CRA

Wash



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(907) 789-7636 FAX 789-9472

July 20, 1999

ANNETTE,

Chapter 61, SLA 1999 states in Section 3 that public members of the Commission on Privatization and Delivery of Government Services are not eligible for compensation but are entitled to per diem and travel expenses authorized for boards and commissions under AS 39.20.180.

AS 39.20.180 basically states that travel expenses are reimbursed in the same manner as for state employees.

Per Diem expenses and other expenses are reimbursed as prescribed by the Commissioner of Administration under the regulatory authority set out in 39.20.160.

The regulations are contained in the State of Alaska Administrative Manual (I've attached relevant pages). Note: The first sentence where it refers to 'except for those specifically covered in statute', isn't referring to your commission. The commissions specifically covered in statute are commissions where it states in the legislation that the members will receive an honorarium or other stipend for their time.

Public members of your commission in travel status are entitled to actual lodging expenses plus, in Alaska, a pro rated \$42.00 per day meal allowance. They are also entitled to mileage to and from the airport in their home town, taxi's, etc. Car rentals would need to be approved by the Chairmen. In order to be eligible for the meal allowance they must be in travel status 3 consecutive hours during the meal period.

When a board or commission member is attending a board or commission meeting in the vicinity of their residence (within 50 miles) they are entitled to a prorated meal allowance if meals are not provided. To be eligible for each meal allowance requires the member to be in attendance for at least three consecutive hours within that meal period. These payments are reportable in accordance with IRS regulations (Form 1099).

If the Chairmen purchase a meal for the members, the members would not be eligible for a meal allowance for that meal.

If you have questions, please contact me.

Karla

Chapter 61

1 (4) there may be functions that state government should not continue to
2 perform, but should leave to the federal government;

3 (5) there may be state government functions that should be consolidated or
4 otherwise performed more efficiently;

5 (6) there exist state government functions that would be inappropriate to
6 contract out to nongovernmental agencies.

7 (b) The legislature finds it is in the best interest of the state to make a formal
8 determination of which state government functions can and should be transferred entirely to
9 private entities or to local government agencies and whether the state should stop performing
10 some functions for the federal government. The legislature also finds that it is in the best
11 interest of the state to determine which state government functions can be consolidated or
12 otherwise made more efficient.

13 (c) The legislature intends to make the determination set out in (b) of this section in
14 order to reduce dependency on state governmental revenues for the delivery of government
15 services.

16 * Sec. 2. COMMISSION ON PRIVATIZATION AND DELIVERY OF GOVERNMENT
17 SERVICES. (a) There is created in the legislative branch of the state government the
18 Commission on Privatization and Delivery of Government Services. The commission shall
19 consist of 11 members, as follows:

20 (1) one member of the senate appointed by the president of the senate who
21 shall serve as co-chair;

22 (2) one member of the house appointed by the speaker of the house who shall
23 serve as co-chair;

24 (3) one member appointed by the Alaska Municipal League;

25 (4) two public members appointed by the president of the senate, one of whom
26 shall be a representative of a Native corporation established under 43 U.S.C. 1601-1628
27 (Alaska Native Claims Settlement Act);

28 (5) two public members appointed by the speaker of the house, one of whom
29 shall be a representative of a Native corporation established under 43 U.S.C. 1601-1628
30 (Alaska Native Claims Settlement Act);

31 (6) one member appointed by the Alaska State Chamber of Commerce;

Chapter 61

1 (7) one member appointed by the American Federation of Labor-Congress of
2 Industrial Organizations;

3 (8) one member from the minority caucus of the house appointed by the
4 speaker of the house;

5 (9) one member from the minority caucus of the senate appointed by the
6 president of the senate.

7 (b) The commission may appoint an advisory council to assist it in carrying out its
8 duties.

9 * Sec. 3. COMPENSATION. (a) The public members of the Commission on Privatization
10 and Delivery of Government Services appointed under sec. 2(a) of this Act are not eligible
11 for compensation but are entitled to per diem and travel expenses authorized for boards and
12 commissions under AS 39.20.180.

13 (b) Members of the advisory council appointed under sec. 2(b) of this Act are not
14 eligible for compensation, per diem, or payment of travel or other expenses by the state.

15 * Sec. 4. MEETINGS. The Commission on Privatization and Delivery of Government
16 Services shall meet as frequently as the commission determines necessary to perform its work.
17 The commission may meet and vote by teleconference.

18 * Sec. 5. DUTIES. (a) The Commission on Privatization and Delivery of Government
19 Services shall

20 (1) review and evaluate the policies and recommendations of other states that
21 are studying or have implemented recommendations to transfer the provision of government
22 services to other entities;

23 (2) review state contracting policy and procedures, including competitive
24 bidding procedures;

25 (3) identify state government functions capable of more efficient performance
26 in the delivery of government services, and determine whether those identified functions could
27 most effectively be provided by

28 (A) transferring to the private sector or contracting out;

29 (B) transferring to local governments or regional service organizations;

30 (C) the federal government;

31 (D) consolidation or other efficiency changes; or

(3) the Department of Administration finds that travel by tourist class accommodation is not in the best interest of the state, and authorizes other accommodation.

(c) When the Department of Administration authorizes more expensive travel under (b) (3) of this section, it shall file a justification for that authorization with the travel voucher. When fares other than tourist class are authorized under (b) of this section, the Department of Administration may not reimburse the official or employee or pay for more than the lowest first class fare available.

(d) Officials and employees are authorized to travel only the least number of days necessary to transact the business involved, to secure return passage, and to return.

(e) Every official and employee shall, unless otherwise authorized by law to travel outside the state, obtain prior approval for travel outside the state from the head of the official's or employee's department or from an immediate supervisor, or from the Department of Administration if the official or employee is not within a department or is not under the direct supervision of an official or supervisor. If an employee deviates materially from the travel authorized under this section, the employee must obtain approval for the deviation from the person who approved the travel before the Department of Administration may reimburse the employee for the travel. (§ 7 ch 60 SLA 1957; am § 1 ch 83 SLA 1962)

Sec. 39.20.150. Advances and recovery. (a) An agency may advance, through proper disbursing methods, to a person entitled to per diem or mileage allowance under AS 39.20.110 — 39.20.170 the sums considered advisable considering the character and probable duration of the travel to be performed.

(b) Sums advanced and not used for allowable travel expense are recoverable by setoff against salary due, or otherwise, from the person to whom advanced, or the person's estate, by deduction from any amount due from the state, or by other legal methods of recovery that may be necessary. (§ 8 ch 60 SLA 1957)

Sec. 39.20.160. Regulations. The fixing and payment under AS 39.20.110 — 39.20.170 of travel and per diem allowances and of advances and recovery and reimbursement of travel expenses shall be in accordance with regulations adopted by the commissioner of administration. The regulations shall be uniform for all officials and employees, and all agencies and departments. The regulations shall also govern the use of public transportation facilities by officials and employees. The regulations relating to the internal management of state agencies and their adoption is not subject to AS 39.20.170 (Administrative Procedure Act). (§ 9 ch 60 SLA 1957; am § 2 ch 13 SLA 1963)

Sec. 39.20.170. Construction of AS 39.20.110 — 39.20.170. AS 39.20.110 — 39.20.170 may not be construed to modify or repeal a law providing for the expenses of the governor, or members of the legislature, or members of boards or commissions of the state government. (§ 10 ch 60 SLA 1957)

Sec. 39.20.180. Transportation and per diem expenses for members of boards, commissions, etc. Except as otherwise provided by law, the provisions in this section relating to per diem and transportation govern exclusively with respect to a member of a state board, commission, committee, judicial council, or other similar body of the state organized or established under the authority of law, but excluding a state employee other than a legislator, who is otherwise entitled by law to receive the state payments for expenses of transportation, and for reimbursement or for in lieu of reimbursement for other expenses incident to duties as such member.

(1) for transportation, the member is entitled either to the use of state transportation requests, or to be reimbursed for expenses of transportation to the same extent in the same manner, and under the same conditions as provided for state employees by the provisions of AS 39.20.110 — 39.20.170;

(5)

learn

(2) for reimbursement for other expenses, the member is entitled to a per diem allowance prescribed by the commissioner of administration under the regulatory authority set out in AS 39.20.160 for each day or portion of a day spent in actual meeting on authorized official business incident to duties as a member. (§ 1 ch 130 SLA 1953; am § 1 ch 34 SLA 1960; am § 1 ch 37 SLA 1962; am § 5 ch 136 SLA 1967; am § 12 ch 137 SLA 1974; am § 31 ch 85 SLA 1988)

Cross references. — For coverage of state board and commission members under the Worker's Compensation Act, see AS 23.30.242.

Opinions of attorney general. — In order to receive an allowance for nonmeeting activity, an occupational licensing board member must be engaged in activity within the scope of the applicable board's powers. November 6, 1984 Op. Att'y Gen. An occupational licensing board member cannot receive a per diem allowance for conducting an activity that should be performed by division personnel; activity approved must be specifically defined by the board as a board duty and should be an activity that

cannot be accomplished within the confines of a board meeting. If the task can be performed during a meeting, then per diem should not be paid for time unnecessarily spent by a board member outside a board meeting. It is important, of course, for budgetary reasons, that board activity for which per diem compensation is sought be kept to a minimum. November 6, 1984 Op. Att'y Gen.

The Alaska Power Authority may reimburse a member only for (1) time spent in actual meeting or (2) time spent on authorized official business incident to his duties as a member. April 19, 1984 Op. Att'y Gen.

NOTES TO DECISIONS

See *Labrador & Hod Carriers Union, Local 341*, 494 P.2d 808 (Alaska 1972).

§ 39.20.185. Per diem prohibited in community of residence. A state official or employee who is a member of the judicial council or a state official or employee appointed by the governor to a state board, commission, or committee established under authority of law is not entitled to per diem when the meeting or other business takes place in the community of which the member is a resident. (§ 1 ch 139 SLA 1968)

§ 39.20.190. Definitions. In AS 39.20.110 — 39.20.190

"employee" or "state employee" means a person employed by a state agency;
 "official" or "state official" means the appointive head of a state agency;
 "official travel" means travel inside or outside the state on official business of the state for which payment or reimbursement is expected or authorized;
 "per diem allowance" means a daily flat rate of payment instead of actual expenses;
 "state agency," "agency," or "department" means department, office, institution, commission, bureau, division, or other administrative unit forming the state government;
 "subsistence" means lodging, meals, and other necessary expenses incidental to the actual sustenance or comfort of the traveler;
 "traveler" means the official or employee engaged in official travel for the state. (§ 3 ch 139 SLA 1968; am § 12 ch 168 SLA 1990)

Article 3. Leaves of Absence.

Computation of personal leave
 Determining years of service
 Requirement that employment be continuous
 Accumulation of personal leave
 Accumulation of personal leave
 Extension of leave
 Extension of leave
 Extension of accrued annual leave to personal leave
 Extension of accrued medical leave
 Extension of leave
 Extension of days of leave

Section

295. Special regulations on leave period
 300. Personal and banked medical leave transfers with officer or employee
 305. Family and health leave
 310. Exceptions
 320. Adoption of regulations
 330. Departments to keep leave records
 340. Leave of absence for reserve or auxiliary members of armed forces
 350. Restoration of reserve members to former positions

Whenever an employee is in travel status and is entitled to reimbursement for lodging under both the long-term and short-term per diem rules, the employee is entitled to only one M&IE allowance. If an employee is temporarily returned to the employee's duty station while on a long-term assignment and is continuing to receive a long-term lodging per diem, the employee is not entitled to any M&IE allowance while at the duty station.

EXCEPTION: If an employee maintains a dwelling at their destination and it is available to them, they will be entitled to only a M&IE allowance for normal workdays. A M&IE allowance for other than the normal workdays is not allowed.

Note: For employees covered by a collective bargaining agreement, refer to their contract to determine the appropriate meal allowance. If the bargaining agreement provides for a meal allowance which exceeds the IRS allowed rate, the excess must be reported as compensation on the employee's payroll records.

AAM 60.230 - CONTRACTING FOR SUBSISTENCE (10-77)

Agreements may be entered into with restaurants, hotels, and lodging houses to furnish subsistence to an employee or groups of employees when such a method of handling is in the best interest of the state (AS 36.30). A contract for subsistence must be negotiated in compliance with appropriate procurement regulations. When such agreements are entered into, the vendor will receive payment by billing the state on a regular itemized invoice.



AAM 60.240 - BOARDS AND COMMISSIONS (05-97)

Except for those specifically covered in statute, each day that a board or commission member is in travel status the member is entitled to reimbursement to the same extent, in the same manner, and under the same conditions as provided to state officials and employees.

When the meeting or other business takes place in the vicinity of the member's residence (see definition at AAM 60.020), members are not in travel status and are not entitled to reimbursement or a per diem for lodging. However, the commissioner of the department with oversight authority of the board may authorize reimbursement of such lodging expenses when deemed necessary and in the best interests of the state. For example, it might be authorized if the travel home would present a hardship due to the age and health of the board member. When such payments are authorized, a copy of the TA and the justification must be sent to the Division of Finance.

When a board or commission member is attending a board or commission meeting in the vicinity of their residence they are entitled to a prorated M&IE if meals are not provided. To be eligible for each meal period allowance requires the member to be in attendance for at least three consecutive hours within that meal period as defined in AAM 60.220. These payments are reportable in accordance with IRS regulations.

Occasionally an employee is provided with a meal while at a conference, training seminar, etc., or as part of a lodging package such as at bed and breakfast inns (and the state is reimbursing for actual lodging costs). When an employee is provided with a meal in these or similar circumstances, the employee is not eligible for the related M&IE allowance.

The normal meal periods are:

Breakfast midnight to 10:00 a.m.
Lunch 10:00 a.m. to 3:00 p.m.
Dinner 3:00 p.m. to midnight

The short-term M&IE rate for employees traveling within Alaska is \$42 per day. Employees traveling outside of Alaska, including travel to Hawaii and foreign destinations, are allowed the federal M&IE rate for the location. The federal M&IE rates are available through the Internet by logging onto the Division of Finance Home Page and clicking on federal per diem rates. The rates may also be obtained by contacting the Division of Finance, Department of Administration, at 465-2240. If travel involves crossing the International Date Line, the meal allowance shall be calculated based on the total number of hours in flight.

The short-term M&IE rates for Alaska and the contiguous United States (CONUS) are prorated as follows:

SHORT-TERM M&IE	Alaska	CONUS (4/1/99)				
Breakfast (21%)	\$9.00	\$10.00	\$9.00	\$8.00	\$7.00	\$6.00
Lunch (26%)	11.00	12.00	11.00	10.00	9.00	8.00
Dinner (53%)	22.00	24.00	22.00	20.00	18.00	16.00
Daily Allowance	\$42.00	\$46.00	\$42.00	\$38.00	\$34.00	\$30.00

The long-term M&IE rate in Alaska is twenty-five dollars (\$25), and outside Alaska is 55 percent of the federal M&IE rate for the location. The long-term M&IE rates for Alaska and CONUS are prorated as follows:

LONG-TERM M&IE	Alaska	CONUS (4/1/99)				
Breakfast	\$5.00	\$5.00	\$5.00	\$4.00	\$4.00	\$4.00
Lunch	7.00	7.00	6.00	6.00	5.00	4.00
Dinner	13.00	13.00	12.00	11.00	10.00	9.00
Daily Allowance	\$25.00	\$25.00	\$23.00	\$21.00	\$19.00	\$17.00

An authorized trip ends when an employee returns to the duty station and/or residence and:

- arrives at the normal work location if the trip ends during normal working hours; or
- arrives at the primary dwelling if the trip ends outside normal working hours (a maximum of one hour travel time is allowed from the point of return to the employee's residence).

An employee is not in travel status for local travel and/or "day trips." The following are some examples of employees who would not be considered in travel status under the local travel and/or day trip provision: a state trooper while on patrol in his/her assigned territory; a safety inspector whose normal duties include driving from his/her normal duty station to a construction site for purposes of conducting an inspection; a health inspector whose normal duties include driving from his/her normal duty station to various communities to inspect facilities. Mileage expenses may be reimbursed using a mileage reimbursement form rather than a Travel Authorization.

Duty Station

The duty station of an employee is the city, town, or village, or within a 50-mile radius thereof, where the employee spends the major portion of the working time or the place to which the employee returns on completion of special assignments. State agencies may define a radius or commuting area that is broader than the above limits within which per diem, etc., will not be allowed for travel within one calendar day.

Residence

The residence of an employee is the location, or within a 50-mile radius thereof, where the employee maintains the primary dwelling.

If an employee maintains multiple residences, the commissioner of the department shall designate the residence which bears the most logical relationship to the employee's duty station as the employee's primary residence. Factors to be considered in determining the primary residence include: the time ordinarily spent performing duties at each location; the degree of business activity at each location; the relative amount of state wages earned at each location. Agencies may also contact the Division of Finance for assistance.

Travel Authorization (TA) form

The TA is the form which shall be approved before an employee leaves on a trip. The form is used to itemize expenditures of an approved trip and to request reimbursement of any employee paid expenses. Employees seeking mileage reimbursement for business mileage driven while not in travel status should use a mileage reimbursement form, not the TA.

ALASKA STATE LEGISLATURE

News From The Senate and House Majorities

State Capitol
Juneau, AK 99801
Actuality line: 1-800-478-6540
For Immediate Release: July 20, 1999

Jerry Ritter (907) 269-0167
Wendy Lindskoog (907) 269-0257
web site: <http://www.akrepublicans.org>
Contact: Sen. Jerry Ward (907)269-0106
Rep. John Cowdery (907) 269-0222

Privatization Commission Meets **Subcommittees Named; Website Unveiled**

(JUNEAU) -- The 11-member Commission on Privatization and Delivery of Government Services, established by the Legislature to examine the possibilities of turning some state functions over to private industry, held an organizational meeting Tuesday in Anchorage.

The Commission unveiled a new website, "www.privatizealaska.org." The site has photos and contact information for commission members, along with links to resource material about privatization, meeting schedules, and news items from the Commission. The website is designed to allow the public to keep abreast of Commission activities.

As part of the organizational meeting, members of the public signed up for subcommittees.

"There are fifteen subcommittees, one for each department of the government, and response was so great that eight of them are already filled," said Representative John Cowdery (R-Anchorage), Commission Co-Chair. "These subcommittees will meet with Executive Branch department heads and evaluate programs which might be candidates for privatization."

"The Commission could not hope to finish its work on time without the help of the volunteer subcommittees," said Senator Jerry Ward (R-Anchorage/Kenai), Commission Co-Chair. "This is where a good deal of the Commission's 'nuts-and-bolts' work will take place."

The commission will submit a written report to the governor and the legislature by January 1, 2000.

###

July 15, 1999

Annette:

The TA (travel authorization memo) must be completed for each task force member travelling to the meeting. Travel should be authorized and approved in advance of any meeting. If a member wishes to rent a car, please indicate on original TA. The TA should be forwarded to LAA Accounting.

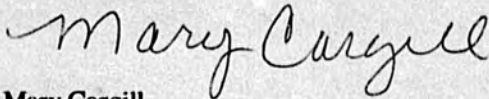
If a STR (travel voucher) needs to be issued to a travelling member, our LIO in the city where member lives can issue these promptly. A member may wish to purchase his or her own tickets and request reimbursement. If a STR needs to be issued, a call to me with a fax of the authorization will prompt me to notify the LIO. You will need to indicate if the traveler will pick-up or if it should be mailed.

A member travelling to a meeting is entitled to lodging expenses and a prorated meal allowance. A TC (travel claim) must be completed; air and lodging receipts must be attached and forwarded to LAA Accounting. It is very important when completing the TC to include time on and time off task force business.

I have included samples of the TA's and TC's.

If you have any questions on the above information, please call me for assistance.

Thanks,

A handwritten signature in cursive script that reads "Mary Cargill".

Mary Cargill
LAA - Accounting
465-6625

TA Sample

Alaska State Legislature
PRIVATIZATION TASK FORCE

Representative John Cowdery
Senator Drue Pearce



State Capitol
Juneau, Alaska 99801

TRAVEL REQUEST / AUTHORIZATION MEMO

NAME: John Smith will travel
from Fairbanks on 6/1/99
to Anchorage & return on 6/2

for the purpose of: Task Force Mtg

The specific meeting / business dates are: 6/1/99

Requested by: John Smith
Traveller's Signature

SUBMIT COMPLETED FORM TO REPRESENTATIVE COWDERY

Approved: John Cowdery 5/25/99
Representative John Cowdery Date
Approved: Drue Pearce 5/26/99
Senator Drue Pearce Date

Charge to Account

TR# N/A → if Mr. Smith wants to buy ticket & get reimbursed
Issued through

will be given to you by Fairbanks LIO if they issue
a TR to Mr. Smith

Attach all used or unused tickets, Yellow TR copy & return to LAA Accounting. TR's are controlled forms. If a TR or Ticket isn't used for original purpose, it must be returned to Accounting. Accounting must be informed if a TR is lost or voided.

ITINERARY

List each date in travel status and indicate where overnights. *Indicate which meals were included with your registration or conference fee.* Meal allowances should not be claimed if you consumed a meal included in the fee.

1. I (will travel) (traveled) FROM: _____ TO _____ AT _____ AM/PM
City City (Indicate time on official business)

(Check if meal was provided)

DATE		CITY/STATE	Breakfast	Lunch	Dinner	ACCOUNTING
						Lodge \$ Meals \$
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I overnighited on _____	in _____	_____	☐	☐	☐	_____
I returned to _____	on _____	_____	at _____	_____	_____	_____
	Home Station	Date		Time	AM/PM	
TOTAL						

2. I claim _____ days per diem. Put 0 if you do NOT wish to claim per diem. Leave blank if you wish Accounting to calculate per diem. **NOTE:** if a portion of this trip includes personal business, indicate number of business days claimed, or shortest time trip could have taken. *(Meals are prorated daily, and are determined by the time of day business travel begins and ends.)*

FINAL TRAVEL COSTS

1. Was this trip completed as stated above? YES ☐ NO ☐ If NO, note changes below. If YES, continue.

2. Airfare or Conference Fee reimbursement (Please attach copy of back of Airline Ticket, or written quote from the Travel Agency or Air Carrier, or Conference fee receipt). DO NOT claim if the ticket was paid by TR.

Airfare	\$	Conference Fee	\$
---------	----	----------------	----

3. Taxi, Parking, Car Rental, Rental Car Gas receipts, should be itemized and receipts attached. (Items less than \$15 don't require a receipt but must be itemized.)

4. Mileage: _____ miles at Federal Rate. From: _____ To: _____

5. Business phone calls (attach itemized hotel bill showing phone charges. Calls to be reimbursed must be initialed)

Travelers Name (print)

Authorizing Person (print)**Total**

Less Advance

Final Pmt \$

Signature of Traveler _____

Date _____

Signature of Authorizer

Date _____

Claimant certifies by signing the Travel Claim the above facts and supporting documents are correct and constitute a valid claim against the State of Alaska.

(Warrant Mailing Address)

ACCOUNTING

[illegible]

PVN:

LC:

[illegible]

JUL-15-99 THU 4:20

KELLY

FAX NO. 4519293

P.01

JUL-15-99 THU 11:39 AM

LAA EXEC DIRECTOR

FAX NO. 907 465 3234

P. 01

**Alaska State Legislature
PRIVATIZATION TASK FORCE**Representative John Cowdery
Senator Druce PearceState Capitol
Juneau, Alaska 99801**TRAVEL REQUEST / AUTHORIZATION MEMO**NAME: Representative Tom Brice will travelfrom Fairbanks on July 20to Anchorage & return on July 20for the purpose of: Privatization Task ForceThe specific meeting / business dates are: July 20 - 8-5

Requested by:

Tom Brice
Traveller's Signature**SUBMIT COMPLETED FORM TO REPRESENTATIVE COWDERY**Approved: John Cowdery 7-16-99 DateApproved: Druce Pearce 16 JULY 99 Date

Charge to Account _____

TR# _____ Issued through _____

Post-It™ brand fax transmittal memo 7671		# of pages = 1 of 2	
To	Rep Annette Del	From	Rep Tom Brice
Co.		Co.	
Dept.		Phone #	456-7423
Fax #	267-0223	Fax #	451-9293

EASYLINK 90023178001 15JUL99 18:49/18:49 EST
FROM: 49590580 49590580 TRVL UD
SANTA TRAVEL WORLD INC
TO: 9074519293

SALES PERSON: DP

ITINERARY

QMRZBG

DATE: 15 JUL 99

PAGE: 01

TO: REPRESENTATIVE TOM BRICE
STATE CAPITOL
ROOM 426
JUNEAU, ALASKA 99807-1182

FOR: BRICE/TOM

20 JUL 99 - TUESDAY

AIR ALASKA AIRLINES
LV FAIRBANKS INTL

FLT:92

ECONOMY
615A

EQP: MD-80
56MIN

AR ANCHORAGE

711A

NON-STOP
REF: SBEJSA

CAR BRICE/TOM
ANCHORAGE
PICK UP-0711
RETURN-20JUL/1848
RATE IS GUARANTEED
DAILY RATE-USD63.98
EXTRA DAY-63.98
CONFIRMATION NUMBER
CALL-907-243-3616

AS-08254083
PAYLESS CAR RENTAL
1-ECON CAR AUTO AC

UNLIMITED MILEAGE
UNLIMITED MILEAGE
0766411

AIR ALASKA AIRLINES
LV ANCHORAGE

FLT:147

ECONOMY
648P

EQP: BOEING 737
53MIN

AR FAIRBANKS INTL

741P

NON-STOP
REF: SBEJSA

BRICE/TOM

AS-08254083

244.00 Air Fare
63.00 for Car

My Phonebook

Name	Company	Fax
AAR Investments		907 277-3451
Access Associates		907 272-0612
Afognak Corporation		907 486-2514
Ahtna Security		907 272-0612
Air Liquide Corp.		907 564-9743
Airport Rentals		907 479-7609
Al Parrish		907 277-9247
Alaska Adventures		907 789-1749
Alaska Airlines		907 266-7229
Alaska Association		907 455-6864
Alaska Association		907 586-4473
Alaska Association		907 561-5727
Alaska Brake		907 277-3624
Alaska Cabaret		907 274-8640
Alaska Capital		907 349-4924
Alaska Center for Business		907 786-4319
Alaska Communication		907 463-3685
Alaska Construction		907 562-4179
Alaska Credit League		907 563-7676
Alaska Energy and Resources		907 780-3571
Alaska Engineering		907 745-0222
Alaska Hardware		907 258-3054
Alaska Hospital		907 264-1143
Alaska Laundry & Cleaners		907 463-3433
Alaska Litho		907 463-4924
Alaska Magazine		907 258-5360
Alaska Mortgage		907 261-3401
Alaska National Insurance Compa...		907 266-9252
Alaska Option Corporation		907 563-7668
Alaska Pacific Company		907 344-6780
Alaska Petroleum Contractors Fax)		907 267-3190
Alaska Project		907 279-3089
Alaska Public Network		907 263-7450
Alaska Realty Service		907 276-4162
Alaska Riverways		907 479-4613
Alaska Rubber & Supply		907 561-7600
Alaska Rural Co-op		907 561-5547
Alaska Sales & Service		907 276-5167
Alaska School Activities Associatio...		907 561-0720
Alaska Search		907 279-3731
Alaska Seas		
Alaska Ship and Dock		907 247-3549
Alaska State Association		907 561-2063
Alaska State Hospital & Nursing A...		907 463-3573

My Phonebook

Name	Company	Fax
Alaska Support Alliance		907 561-8870
Alaska Telecom		907 344-1612
Alaska Timber Exchange		907 225-9454
Alaska Tourism Council		907 269-8136
Alaska USA Federal Union		907 561-4857
Alaskan Co.		907 780-4514
Aleut Corporation		907 563-4328
Aleutian Seafood Assn.		907 581-1306
Allen Marine		907 747-4819
American Company		907 276-8262
Anadarko Corporation		907 563-9479
Anchor Point Chamber Commerce		907 235-2600
Anchorage Airport		907 243-0663
Anchorage Chrysler & Ctr		907 279-4689
Anchorage Convention and Bureau		907 278-5559
Anchorage Hotel		907 265-7175
Anchorage Jeep/Eagle		907 762-5359
Anchorage News		907 257-4544
Anchorage Refuse		907 273-2797
ANCO Foodservice		907 264-0318
Anderes Inc.		907 225-0190
Anderson Tug & Co.		907 224-8847
APEA/AFT		907 463-4980
ARCO Alaska		907 265-6470
ArcTech Services		907 776-5132
Arctic Circle Chamber Commerce		907 442-3018
Arctic E & Consultants		907 277-9748
Arctic Inn		907 659-2432
Arctic Slope Regional Corporation ...		907 349-5476
Arctic Slope Telephone Cooperativ...		907 563-1932
Arctic Utilities		907 659-2289
Arrowhead Transfer		907 747-6433
Associated Contractors		907 562-6118
AT Publishing & Printing		907 349-4398
Avis Rent-A-Car		907 243-2294
Baker Tools		907 563-0385
Ballard & Associates		907 247-0872
Bankston & McCollum		907 279-5358
Bardarson Studio		907 224-5436
Bering Straits Corporation		907 443-2985
Bernie Smith		907 561-3887
Best Western Inn		907 249-4927
Best Western Lake Inn		907 376-6199
Bethel Chamber Commerce		907 543-2255

My Phonebook

Name	Company	Fax
Bethel Corporation		907 543-2897
Better Business Bureau Alaska		907 562-4061
Big Lake Chamber Commerce		907 892-6037
Bill Moran		907 225-9130
Bill Sheffield		907 276-0096
Blue Cross Blue Shield Alaska		907 258-1619
Bob Jernberg		206 646-3936
Bogle & PLLC		907 276-4152
BP Exploration		907 564-5900
Bradley/Reid Communications Inc....		907 276-1042
Brewster's Store		907 276-0180
Bristol Bay Corporation		907 276-3924
Bruce Pozzi Relations		907 272-8282
Buki Wright		918 560-9643
Bullwinkle's Pizza		907 463-5254
Burger King Alaska		907 563-7231
C & Wholesalers		907 696-8322
C. Cloudy		907 225-5513
Cal Worthington Ford Alaska		907 278-8172
Campbell Co.		907 874-3281
Caribou Construction		907 562-6448
Carlisle/K & W Transportation Fax)		907 278-7301
Carr Gottstein Co.		907 565-6089
Cash Barner		907 279-8195
Cathcart Ltd.		
Charles Elder		907 564-4031
Cheryl Frasca		907 258-2332
Chevron U. A		907 563-7240
Chris Neroes		907 747-7015
Chugach Association		907 562-0027
Chugack North Technical Services...		907 563-7926
Chugiak-Eagle River Chamber Co...		907 694-1205
CIRCAC		907 283-6102
Circle DE Pacific		907 235-1560
City Bethel		907 543-4171
Cliff Taro		907 225-8254
Club Paris		907 277-6544
COEUR Alaska		907 789-1503
Commonwealth North		907 276-6350
Common Sense Alaska		907 276-7263
Communication Inc.		907 265-5676
Computer Group		907 261-6520
Connie McKenzie		907 463-2516
Cook Inlet Inc.		907 279-8836

My Phonebook

Name	Company	Fax
Copper Valley Assn.		907 822-5586
Cordova Chamber Commerce		907 424-7259
Cottrell & Mikunda		907 278-5779
Courtyard Marriott		907 248-1886
CPA's Cook & Haugeberg		907 452-6184
Craig Taylor Company		907 276-0889
Crowley Services		907 257-2828
Crowley Services		907 257-2828
Curtis Green		907 276-2464
David Heatwole		907 274-1016
David Marquez		907 263-4438
Davis Tremaine		907 257-5399
Dawson Construction		907 225-5268
Deloitte & LLP		907 264-3181
Delta Chamber Commerce		907 895-5141
Delta Fuels		907 563-7672
Denali Companies		907 452-4266
Denali Resorts/ARAMARK		907 258-3668
Department Corrections		907 465-3314
Department of Commerce & Devel...		907 465-5442
Department of Facilities		907 586-8365
Department of Labor & Employment		907 465-8753
Diomedee Enterprises		907 345-0247
Ditch Witch Alaska		907 248-1831
Division Tourism		907 465-2287
Division Trade & Development		907 269-8125
Don Abel Supply		907 789-4146
Doug Blumer		907 789-0180
Dowl Engineers		907 563-3953
Downtown Deli & Cafe		907 278-7314
Doyon Universal J.		907 522-3531
DRven Corporation		907 276-2395
Earl Beistline		907 479-0176
Ecology & Environment		907 257-5007
Ed LaFleur		907 564-0387
Engelhard West		714 779-6210
Enstar Natural Comopany		907 276-6696
Environmental Health AK		907 634-1382
EVEREN Securities		907 258-5997
Evergreen Helicopters of Alaska ...		907 279-6816
Fairbanks Convention & Bureau		907 452-4190
Fairbanks Mining		907 490-2290
Fairbanks News-Miner		907 451-9060
Fairbanks Pharmacy		907 451-8314

My Phonebook

Name	Company	Fax
Fairway Market		907 983-3220
Fasteners & Fire Equipment Comp...		907 563-4032
Fate Enterprises		907 457-6861
First Bank		907 225-9130
First National Bank Anchorage		907 777-4569
FMC Corporation		907 563-5810
Forcenergy Inc.		907 258-8601
Foss Company		206 281-4702
Foster Rubini & Reeves		907 222-7198
Frank Chapados		907 451-8864
Frank Murkowski		202 224-5301
Fred Meyer		503 797-7138
G. Green		907 786-4131
Gates & Preston		907 276-1365
Gene Sanderson		907 786-7580
George Sharrock		907 562-0595
Glacier Village Bear		907 789-6131
Golden Valley Assn.		907 458-5951
Gold's Gym		907 562-9185
Greater Copper Valley Chamber C...		907 822-5558
Greater Ketchikan Chamber Com...		907 225-3187
Greater Palmer Chamber Commer...		907 746-4164
Greater Seattle Chamber Commerce		206 389-7288
Greater Sitka Chamber Commerce		907 747-7413
Greater Soldotna Chamber Comm...		907 262-3566
Greater Whittier Chamber Comme...		907 472-2491
Gross & Associates		206 324-7590
Haines Chamber Commerce		907 766-2271
Harbor Enterprises Inc. /Petro Mari...		907 224-3937
Hartig Rhodes Mahoney & Edwards		907 277-4352
Hickel Company		907 343-2211
Hobart Sales & Service		907 562-3109
Holiday Parks		907 452-3800
Homer Chamber Commerce		907 235-8766
Hotel Honeycutt		907 343-2211
Houston Company		907 267-3190
Houston Contracting Company - Al...		907 267-3187
Howders Ltd.		907 766-2737
Huna Corporation		907 789-1896
IBM Corporation		907 265-0614
Icicle Seafood		206 282-7222
IHS Group		907 248-3437
Inc. AHTNA		907 822-3495
Inc. Assets		907 274-0636

My Phonebook

Name	Company	Fax
Inc. ECI/Hyer		907 562-3213
Inc. Gaston & Associates		907 349-8691
Inc. Hart-Crowser		907 276-2104
Inc. Klukwan		907 789-0675
Inc. M & S		907 452-1917
Inc. Norlite		907 474-0992
Inc. Power & Transmission		907 456-3234
Inc. Toner-Nordling & Associates		907 780-3535
Inc. UNISEA		206 882-1660
Industry Corporation		907 258-4255
Inlet Company		907 272-8151
J. Tangen		907 264-6602
Jack Anderson		907 248-5229
Jaffa Construction		907 288-3123
James Eason		907 333-9087
Jeff Cook		907 488-0074
Jeff Lipscomb		907 346-5505
Jim Campbell		907 274-4207
Jim Ryneerson		
Joe Beedle		907 790-4999
John Harnish		206 251-5886
John Kelsey		907 835-3856
JRC Inc. dba Juneau Club		907 789-3701
Juneau Economic Council		907 463-3929
Juneau Empire		907 586-9097
K & Distributors		206 808-6128
Kathy Soderberg		907 265-2887
KBFX KENI KASH		907 349-6801
Kenai Alaska		907 283-3287
Kenai Chrysler Inc.		907 283-6506
Kenai Convention & Bureau		
Kenai Peninsula Association		907 262-2898
Kenneth L. Consultants		907 543-4171
Kenworth Alaska		907 258-6639
Ketchikan Bureau		907 225-4250
Ketchikan Company		907 225-6806
Ketchikan News		907 225-1096
Key Trust Company Alaska		907 564-0223
KeyBank A.		907 563-1764
KeyBank N. A. Fax)		907 563-1764
KIMO-TV		907 561-1377
Kodiak Chamber Commerce		907 486-7605
KONCOR Products		907 562-0599
Kootznoowoo Incorporated		907 790-2995

My Phonebook

Name	Company	Fax
Korthuis /NAPA		907 543-4044
KPMG Peat LLP		907 274-4953
KTUU - 2		907 762-9568
Kyle Parker		907 248-6170
Landye Bennett & Wolf Copeland		907 276-8433
Lessmeier & Winters		907 463-3020
Linford Alaska		907 272-5073
LLC Alaska Interstate Construction...		907 562-4179
LLC ASRC Engineering		907 349-3184
LLC Petroleum		719 444-8987
Lloyd Johnson		907 790-8010
LP NALCO/EXXON Chemicals		907 563-9867
Madison Lumber & Hardware		907 225-3496
Marathon Company		907 564-6489
Marc Langeland		907 562-1758
Margy Johnson		907 424-7465
Matanuska Electric Inc.		907 745-9328
Matanuska Telephone Inc.		907 746-9676
M-B Contracting Inc.		907 333-5871
Michael A. Brogan		907 279-4630
Michael F. Williams		907 248-0228
Mike Milam		907 452-3447
Mining & Petroleum Service		907 262-2812
Monagle & Robertson		907 586-6818
Montgomery & Collins		907 564-9855
Mt. McKinley Savings		907 451-4681
MTA Wireless		907 373-2357
Nabors Drilling		907 563-3734
NANA Corporation		907 265-4123
NANA Services		907 265-4133
Natchiq		907 267-3190
National Bank Alaska		907 265-2141
NC Machinery		907 786-7552
Nerox Systems		907 282-1043
Newell/Alaska Recycling		907 344-9907
Nome Chamber Commerce		907 443-3879
North Borough		907 563-9172
North Care		907 563-7017
North Peninsula Chamber of Com...		907 776-3287
North Pole Chamber Commerce		907 488-0366
Northern Cargo		907 249-5193
Northern Clinic		907 274-1066
Northern Corporation		907 766-2832
Northern Meats		907 561-6848

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Name	Company	Fax
Northern Television		907 452-5120
Northland Books & Charts		907 224-8847
Northland Services		206 767-5579
Northwest Borough		907 442-2930
Nugget Outfitter		907 789-3635
Nunvak Enterprises		907 543-4365
Odom Corporation		907 264-0249
Office Plus		907 790-2324
Osborne Construction		907 258-1514
Pacific Enterprise		206 223-8984
Pacific Forwarders		907 452-6698
Pacific Movers		907 456-6803
Pacific Seafood Assn.		206 283-2387
Pacific Seafood Assn.		907 463-5298
Patton Boggs		907 248-6170
Peak Oilfield Company		907 263-7070
Perry Green		907 272-2125
Petersburg Chamber Commerce		907 772-3646
Petro Marine Svs/North Petro		907 790-4343
Petro Services		907 273-8242
Petro Star		907 267-6124
Petroleum Club Anchorage		907 563-3623
Phillip Morris Corp.		916 441-2897
Phillips Company		907 776-6240
Pool Alaska		907 562-6049
Port Bellingham		360 671-6411
Port Tacoma		206 593-4570
Portland Metropolitan Chamber Co...		503 228-5126
Prescott Equipment		907 258-3940
Preservation Company		907 272-5208
Prince of Whales Chamber Comm...		907 826-2929
Prince Rupert & District Chamber ...		250 624-6105
Prince William Sound Coalition		907 277-4829
Princess Tours		907 265-9222
Privatization Fax List		
Professional Colorgraphics		907 561-0907
Providence Foundation		907 261-3048
Prudential Vista Estate		907 562-5485
PTI Communications		907 561-1325
Quality Auto Supply Alaska		907 746-2665
Quality Paving		907 522-2211
Ramsey & Refuse		907 929-3840
Rapid Action Service		907 243-8689
Rhodes Norman Mahoney & Edwa...		+Rhodes Nor (Edwards) Hartig@+1 ...

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Name	Company	Fax
Rick Mystrom		907 343-4499
Rodney Cason		907 776-5546
Roebuck & Sears		907 279-7289
Rowan Pacific Decorators		
Sagaya Corporation		907 561-2042
Sea-Land Services		907 263-5024
Sealaska Corporation		907 586-1826
Sealaska Corporation		907 225-5736
Security Aviation		907 248-6911
Seekins Ford/Mercury/Lincoln		907 459-4169
Seldovia Chamber Commerce		907 234-7612
Service Oil and Gas		907 822-3511
Service Parts		907 225-1054
Seward Chamber Commerce		907 224-5353
Shattuck & Grummett		907 586-3770
Shaub & Associates		907 463-5128
Sheraton Hotel		907 343-3145
Skagway Chamber Commerce		907 983-2031
Skyline Alaska		907 376-8955
Small Business Ctr.		907 274-9524
Soaring Enterprises		907 563-3248
South East Regional Ctr.		907 463-3811
Southeast Conference		907 463-4425
Southeast Corp.		907 225-8254
Southwest Alaska Conference		907 562-0438
Spenard Supply		907 261-9142
State Farm Companies		907 276-4562
State Insurance		907 456-5069
State Insurance		907 486-8536
State Insurance		907 456-5766
State Insurance		907 452-8491
State Strategies		919 850-0976
SteelFab		907 276-3448
Suneel Corporation		907 224-3931
Sunrise Bakery		907 277-3243
Superior Plumbing & Heating		907 349-4480
Tacoma-Pierce County Chamber ...		253 597-7305
Talkeetna Chamber Commerce		907 733-3940
Tanaq St. George		907 859-2230
TankcoAlaska		907 344-2130
Tesoro Company		
The Harpoon		907 278-2770
The Stevens		202 224-2354
The Young		202 225-0425

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Name	Company	Fax
Theresa Obermeyer		907 278-9455
Tides Inn		907 772-4286
Tok Chamber Commerce		907 883-3682
Tom Jensen		907 561-1325
Tony's Rentals		907 433-2048
Totem Ocean Express		206 628-9245
Totem Ocean Expresss		907 278-9689
Transportation Institute		206 443-0917
Trident Corporation		206 782-7195
Troika Technologies		907 272-1049
Tyonek Corporation		907 274-7125
Tyson Foods		501 290-7989
U. S. A. Company		907 564-3789
Ukpeagvik Corporation		907 852-4459
Unalaska/Dutch Harbor Chamber ...		907 581-2613
United Association (US) 375		907 479-6227
United Fishermen Alaska		907 463-2545
United Native Telecommunication		907 349-7720
United Utilities		907 563-3185
Universal Welding & Fabrication		907 488-7856
University of Alaska System		907 474-7570
University of Museum		907 474-5469
University of Southeast		907 465-6295
UNOCAL Resources		907 263-7698
Urbach's		907 224-2484
US Department Commerce		907 271-6242
UStavel		907 786-0180
Valdez Convention & Bureau		907 835-4845
Valley Hospital		907 352-2865
Vancouver Board Trade		604 681-0437
VECO Corporation		907 264-8130
VRCA Services		907 267-3190
Ward's Cove Co.		206 323-9165
Warren Smith		907 456-1672
Watterson Co.		907 274-8698
WESCO Distribution		907 563-3134
Western Fisheries		206 625-0089
Westin Alyeska Hotel		907 754-2290
Westmark Hotels		206 301-5247
WETCO		907 276-5359
Wilder Company		907 344-1562
William Bishop		907 277-1907
William Frazer		907 283-3923
William Scott		

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Name	Company	Fax
William Wood		907 452-8878
Willis Corporation		425 881-5063
Willis Corporation		907 563-6483
Win Gruening		907 463-4983
Woodward-Clyde		907 563-3198
Worksafe		907 563-8380
World Center		907 278-2982
Wrangell Chamber Commerce		907 874-3905
Wyndham Publications		425 814-3235
Yarmon Investments		907 258-7380
Yukon Bureau		867 667-4507
Yukon Chamber Commerce		867 667-2001
Yukon Corporation		907 265-3180

Education
Environmental Conservation
Fish and Game
Health and Social Services
Labor
Law
Natural Resources
Public Safety
Revenue
Transportation and Public Facilities

It is anticipated that three to five persons will be assigned to each department. The Commission will appoint the Advisory Council members at the July 20th meeting.

Persons who are interested in volunteering to work on one of the departmental reports should contact the Commission by email, fax or phone at the following numbers and addresses.

Email: Senator Jerry Ward@legis.state.ak.us
Representative John Cowdery@legis.state.ak.us

Fax: 907-269-0109 or 907-269-0223

Phone: 907-269-0222 (Marco Pignalberi) or 269-0107 (Andy Clary)

Address Book Document

AES Electrical Supply

Bus: (907) 474-2075
Bus Fax: (907) 474-2076
E-mail: nancy@aes-electric.com

Alaska AirGas

Bus: (907) 563-6644
Bus Fax: (907) 562-2090
E-mail: akairegas@alaska.net

Alaska Business Monthly

Bus: (907) 276-4373
Bus Fax: (907) 279-2900
E-mail: info@akbizmag.com

Alaska Development Services

Bus: (907) 479-6550
Bus Fax: (907) 479-7395
E-mail: jswift@polarnet.com

Alaska Export Assistance Center

Bus: (907) 271-6237
Bus Fax: (907) 271-6242
E-mail: alaska.office.box@mail.doc.gov

Alaska Forest Association

Bus: (907) 225-6114
Bus Fax: (907) 225-5920
E-mail: afa@ktn.net

Alaska Hovercraft Ventures

Bus: (907) 245-1931
Bus Fax: (907) 245-1744
E-mail: daveh@ahv.lynden.com

Alaska Journal of Commerce

Bus: (907) 561-4772
Bus Fax: (907) 563-4744
E-mail: journal@alaska.net

Alaska Oil & Gas Association

Bus: (907) 272-1481
Bus Fax: (907) 279-8114
E-mail: brady@aoga.org

Alaska Pipe & Supply

Bus: (907) 273-2100
Bus Fax: (907) 273-2110
E-mail: mcowden@alaskapipe.com

Alaska Railroad Corporation

Bus: (907) 265-2448
Bus Fax: (907) 265-2597
E-mail: madsel@akrr.com

Alaska Science & Technology Foundation (E-mail)

Bus Fax: 907-274-6228
E-mail: info@astf.org

Alaska Society of Professional Engineers (E-mail)

E-mail: cjbirch@alaska.net

Alaska State Chamber of Commerce (E-mail)

Bus Fax: 907-463-5515
E-mail: asccjuno@ptialaska.net

Alaska Steel Company

Bus: (907) 561-1188
Bus Fax: (907) 561-2935
E-mail: aksteel@ptialaska.net

Alaska Tent & Tarp

Bus: (907) 456-6328
Bus Fax: (907) 452-5260
E-mail: aktent@ptialaska.net

Alaska Textiles

Bus: (907) 265-4880
Bus Fax: (907) 265-4850
E-mail: sales@alaskatextiles.com

Alaska West Express Training Center (E-mail)

Bus Fax: 907-456-2266
E-mail: awtc@lynden.com

alaskaja@alaska.net

Bus: (907) 344-0101
Bus Fax: (907) 349-5151
E-mail: alaskaja@alaska.net

Alyeska Pipeline Service Company (E-mail)

Bus Fax: 907-787-8611
E-mail: alyeskamail@alyeska-pipeline.com

Anchorage Chamber of Commerce

Bus: (907) 272-2401
Bus Fax: (907) 272-4117
E-mail: info@anchoragechamber.org

Arctic Power

Bus: (907) 274-2697
Bus Fax: (907) 274-2706
E-mail: ctoohey@alaska.net

Arlen Ehm

Bus: (907) 333-8880
Bus Fax: (907) 333-3454
E-mail: arlenehm@alaska.net

Army Navy Store

Bus: (907) 279-2401
Bus Fax: (907) 279-2415
E-mail: armynavy@micronet.net

ASCG Incorporated

Bus: (907) 349-5148
Bus Fax: (907) 267-6470
E-mail: jmcclellan@asrc.com

AT&S Inc.

Bus: (907) 452-5856
Home: (907) 452-5888
E-mail: fbf0160@sshare.com

AT&T Alascom

Bus: (907) 264-7399
Home: (907) 276-5937
E-mail: bsimkins@alascam.att.com

AT&T Wireless Services

Bus: (907) 273-8509
Home: (907) 561-1440
E-mail: carl.reed@attws.com

ATU Telecommunications

Bus: (907) 562-8373
Home: (907) 562-8374
E-mail: aia@alaska.net

Automated Laundry Systems & Supply Corporation (E-mail)

Bus Fax: 907-561-3178
E-mail: als@customcpu.com

Baker Atlas

Bus: (907) 563-3233
Bus Fax: (907) 550-3501
E-mail: ron.doshier@bakeratlas.com

Baroid Drilling Fluids

Bus: (907) 248-3511
Bus Fax: (907) 248-5390
E-mail: tburgin@baroid.com

Bering Marine Corporation

Bus: (907) 248-7646
Bus Fax: (907) 245-1744
E-mail: rickg@bmc.lynden.com

BJ Services Company

Bus: (907) 349-6518
Bus Fax: (907) 349-1486
E-mail: jgarner@bjservices.com

Brady & Company

Bus: (907) 276-5617
Bus Fax: (907) 276-6292
E-mail: steve_stich@bradycompany.com

Calista Corporation

Bus: (907) 279-5516
Bus Fax: (907) 272-5060
E-mail: rromer@calistacorp.com

CAMCO products & Services Company (E-mail)

Bus Fax: 907-522-1501
E-mail: mlane@corecom.net

Capital Office Systems

Bus: (907) 349-5420
Bus Fax: (907) 522-5233
E-mail: lquinn@capital-office.com

Charter College

Bus: (907) 277-1000
Bus Fax: (907) 274-3342
E-mail: mbyrd@chartercollege.org

Christopher Cyphers

Bus: (907) 279-8561
Bus Fax: (907) 276-3108
E-mail: cyphc@perkins.com

Chuck Becker

Bus: (907) 271-6237
Bus Fax: (907) 271-6242
E-mail: cbecker@mail.doc.gov

Chugach Alaska Corporation

Bus: (907) 533-8866
Bus Fax: (907) 563-8402
E-mail: mwilliams@chugach-ak.com

Coast Crane Company

Bus: (907) 349-7610
Bus Fax: (907) 344-4613
E-mail: coastc@alaska.net

Commercial Buyers Guide USA Inc. (CBG USA) (E-mail)

Bus Fax: 907-561-1912
E-mail: info@cbgusa.com

CONAM Construction Company

Bus: (907) 278-6600
Bus Fax: (907) 278-3255
E-mail: conamak@aol.com

Cook Inlet Spill prevention & Response Inc. (CISPRI) (E-mail)

Bus Fax: (907) 776-2190
E-mail: cispri@ptialaska.net

Corporate Express Alaska

Bus: (907) 786-5150
Bus Fax: (907) 786-5135
E-mail: ernie.daniels@CEXP.com

Cross Timbers Operating Company

Bus: (907) 776-2506
Bus Fax: (907) 776-2585
E-mail: marshall@sarcomgs.com

Cunningham & Associates

Bus: (907) 258-5080
Bus Fax: (907) 258-5079
E-mail: laurie@cunningham-assoc.com

Dave Harbour

Bus: (907) 248-3785
Bus Fax: (907) 243-1974
E-mail: action@alaska.net

David Parish

Bus: (907) 522-2600
Bus Fax: (907) 522-2602
E-mail: dparish@alaska.net

David W. Lappi

Bus: (907) 248-7188
Bus Fax: (907) 248-7278
E-mail: lapres@alaska.net

Delisio Moran Geraghty & Zobel

Bus: (907) 279-9574
Bus Fax: (907) 276-4231
E-mail: dfloerchinger@dmgz.com

Dennis Nottingham

Bus: (907) 561-1011
Bus Fax: (907) 563-4220
E-mail: pnd@alaska.net

Digitech Solutions Alaska LLC

Bus: (907) 345-8909
Bus Fax: (907) 345-4725
E-mail: sdunlap@dsalaska.com

Dowland-Bach Corporation

Bus: (907) 562-5818
Bus Fax: (907) 563-4721
E-mail: reed@dowlandbach.com

Doyon Limited

Bus: (907) 459-2000
Bus Fax: (907) 459-2060
E-mail: info@doyon.com

du Alaska Incorporated

Bus: (907) 522-3004
Bus Fax: (907) 349-1023
E-mail: dualaska@alaska.net

Dyna-Haul Alaska Inc.

Bus: (403) 963-5300
Bus Fax: (403) 963-0241
E-mail: gwagena@IBM.net

Earle Ausman

Bus: (907) 258-2420
Bus Fax: (907) 258-2419

E-mail: polarak@alaska.net

Engineered Equipment Company of Alaska (E-mail)

Bus Fax: (907) 345-9525
E-mail: jmark@pobox.alaska.net

ENSR Corporation

Bus: (907) 561-5700
Bus Fax: (907) 273-4555
E-mail: swrenn@ensr.com

Fairmont Supply Company

Bus: (907) 564-5077
Bus Fax: (907) 564-5587
E-mail: hawkinse@bp.com

Fairweather E & P Service

Bus: (907) 258-3446
Bus Fax: (907) 258-5557
E-mail: sherron@fairweather.com

Flowline Alaska

Bus: (907) 456-4911
Bus Fax: (907) 456-1194
E-mail: info@flowlinealaska.com

Flowserve Corporation

Bus: (907) 376-0550
Bus Fax: (907) 376-0556
E-mail: rjschmidt@flowserve.com

Food Services of America

Bus: (907) 267-1700
Bus Fax: (907) 267-1697
E-mail: jim_nelson@fsafood.com

GCI

Bus: (907) 265-5600
Bus Fax: (907) 265-5676
E-mail: dmorris@gci.com

GLM Corporation

Bus: (907) 283-7556
Bus Fax: (907) 283-7555
E-mail: glmcorp@ptialaska.net

Graybar Electric Company

Bus: (907) 562-2214
Bus Fax: (907) 562-3314
E-mail: peter.hakes@gbe.com

Great Western Chemical Company

Bus: (907) 276-6809
Bus Fax: (907) 279-8580
E-mail: PeteNelson@gwchem.com

Greater Fairbanks Chamber of Commerce (E-mail)

E-mail: pheld@mosquiconet.com

Greater Soldotna Chamber of Commerce (E-mail)

E-mail: info@SoldotnaChamber.com

Greater Wasilla Chamber of Commerce (E-mail)

E-mail: chamber@wasilla.net

H. C. Price Company

Bus: (907) 278-4400
Bus Fax: (907) 278-3255
E-mail: hcpalaska@aol.com

Halliburton Energy Services

Bus: (907) 344-2929
Bus Fax: (907) 344-6746
E-mail: Jim.Mills@halliburton.com

Harding lawson Associates

Bus: (907) 563-8102
Bus Fax: (907) 561-4574
E-mail: bnidowic@harding.com

Haskell-Alaska

Bus: (360) 734-1200
Bus Fax: (360) 734-5538
E-mail: mailbox@haskellcorp.com

Hector's Welding Inc.

Bus: (907) 488-6432
Bus Fax: (907) 488-8385
E-mail: hectors@polarnet.com

Hilton Anchorage Hotel

Bus: (907) 272-7411
Bus Fax: (907) 265-7140
E-mail: bob_southall@hilton.com

Hotel/Ice Services

Bus: (907) 349-0712
Bus Fax: (907) 349-5007
E-mail: bourdon@alaska.net

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E-mail: christa.eggmann@paanc.panmail.com

Inc. A. T. Publishing & Printing (E-mail)

E-mail: atpub@alaska.net

Inc. AGRA Earth & Environmental

Bus: (907) 276-6480
Bus Fax: (907) 258-4128
E-mail: 74103.2222@compuserve.com

Inc. Air Logistics of Alaska

Bus: (907) 452-1197
Bus Fax: (907) 452-4539
E-mail: airlog@polarnet.com

Inc. Alaska Avil

Bus: (907) 276-2747
Bus Fax: (907) 279-4088
E-mail: fweiss@anvilcorp.com

Inc. Alaska Diesel Electric

Bus: (907) 562-2222
Bus Fax: (907) 563-1921
E-mail: ade@northern-lights.com

Inc. Alaska Instrument Company

Bus: (907) 561-7511
Bus Fax: (907) 561-0762
E-mail: akinstr@alaska.net

Inc. Alaska Miners Association

Bus: (907) 563-9229
Bus Fax: (907) 563-9225
E-mail: sborell@alaska.net

Inc. Alaska Rubber & Rigging Supply (E-mail)

Bus Fax: (907) 451-8480
E-mail: akrubber@arctic.net

Inc. Alaska Trucking Association (E-mail)

Bus Fax: (907) 274-1946
E-mail: dburgess@alaskatruckingassoc.com

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Bus: (907) 279-9515
Bus Fax: (907) 272-8152
E-mail: dean.mc@awe.lynden.com

Inc. Analytica Alaska

Bus: (907) 258-2155
Bus Fax: (907) 258-6634
E-mail: erensch@eagle.ptialaska.net

Inc. Arctic GeoScience

Bus: (907) 522-4300
Bus Fax: (907) 522-4301
E-mail: m.schlegel@arcticgeo.com

Inc. ASCG Inception

Bus: (907) 267-6251
Bus Fax: (907) 267-6480
E-mail: james_kingrea@ascg.com

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Bus: (907) 561-1911
Bus Fax: (907) 561-4650
E-mail: sales@avianc.com

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Bus: (907) 277-1003
Bus Fax: (907) 277-1006
E-mail: mapease@aurorapower.com

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Bus: (907) 349-3411
Bus Fax: (907) 349-2639
E-mail: dittrich@arctic.net

Inc. CGI

Bus: (907) 258-5755
Bus Fax: (907) 258-5766
E-mail: cci@alaska.net

Inc. CH2M Hill

Bus: (907) 278-2551
Bus Fax: (907) 277-9736
E-mail: fdamron@ch2m.com

Inc. Clearwater Environmental

Bus: (907) 522-3638
Bus Fax: (907) 522-6228
E-mail: clearwater@takas.com

Inc. Coffman Engineers

Bus: (907) 276-6664
Bus Fax: (907) 276-5042
E-mail: clark@alaska.coffman.com

Inc. Construction Machinery

Bus: (907) 563-3822
Bus Fax: (907) 563-1381
E-mail: salescmi@pobox.alaska.net

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Bus: (907) 561-1666
Bus Fax: (907) 561-7028
E-mail: pdc@pdceng.com

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Bus: (907) 345-6550
Bus Fax: (907) 345-8643
E-mail: akcrane@alaska.net

Inc. Cresent Electric Supply Company (E-mail)

Bus Fax: (907) 564-0181
E-mail: mrobison@cesco.com

Inc. CTI Alaska

Bus: (907) 561-7789
Bus Fax: (907) 561-8552
E-mail: haugeng@alaska.net

Inc. CULFABCO

Bus: (907) 344-1144
Bus Fax: (907) 344-1174
E-mail: kcarson@alaska.net

Inc. dba Chilkoot Charlie's Jadon (E-mail)

Bus Fax: (907) 272-7519
E-mail: chilkoot@aonline.com

Inc. Denali Industrial Supply

Bus: (907) 452-4524
Bus Fax: (907) 452-7826
E-mail: dfws@alaska.net

Inc. Denali Sites

Bus: (907) 562-5604
Bus Fax: (907) 562-5631
E-mail: info@denalisites.com

Inc. Doyon Drilling

Bus: (907) 563-5530
Bus Fax: (907) 561-8986
E-mail: rwilson@doyondrilling.com

Inc. EMCON Alaska

Bus: (907) 562-3452
Bus Fax: (907) 563-2814
E-mail: marketak@emconinc.com

Inc. Environmental Management

Bus: (907) 272-8852
Bus Fax: (907) 272-4159
E-mail: emi@alaska.net

Inc. Era Aviation

Bus: (907) 248-4422
Bus Fax: (907) 266-8383
E-mail: info@eraaviation.com

Inc. F. Robert Bell & Associates (E-mail)

Bus Fax: (907) 272-7531
E-mail: frb@alaska.net

Inc. FAVCO

Bus: (907) 278-1525
Bus Fax: (907) 276-6626
E-mail: favcoinc@aol.com

Inc. Florcraft

Bus: (907) 452-1423
Bus Fax: (907) 451-8424
E-mail: Flrcraft@ptialaska.net

Inc. GHEMM Company

Bus: (907) 452-5191
Bus Fax: (907) 451-7797
E-mail: ghemm@ghemm.com

Inc. Global Services

Bus: (907) 349-3342
Bus Fax: (907) 349-2015
E-mail: kwinkler@globalsrv.com

Inc. Golder Associates

Bus: (907) 344-6001
Bus Fax: (907) 344-6011
E-mail: bstart@golder.com

Inc. Great Northwest

Bus: (907) 452-5617
Bus Fax: (907) 456-7779
E-mail: gni@mosquiconet.com

Inc. Green Star

Bus: (907) 278-7827
Bus Fax: (907) 279-5868
E-mail: greenstr@alaska.net

Inc. Hawk Construction Consultants (E-mail)

Bus Fax: (907) 278-1889
E-mail: info@wwhawk.com

Inc. Hayden Electric Motors

Bus: (907) 561-1073
Bus Fax: (907) 561-5867
E-mail: haydenem@corecom.net

Inc. Hoefler Consulting Group

Bus: (907) 563-2137
Bus Fax: (907) 563-2164
E-mail: bghoefler@micronet.net

Inc. Integrity Solutions

Bus: (907) 563-2721
Bus Fax: (907) 563-2122
E-mail: dbarnes@integritysl.com

Inc. Interwest Technology Group

Bus: (907) 562-8516
Bus Fax: (907) 562-8517
E-mail: interwst@alaska.net

Inc. J. V. Chiullista/Global Service (E-mail)

Bus Fax: (907) 349-2015
E-mail: ccsi@ptialaska.net

Inc. K & K Recycling

Bus: (907) 488-1409
Bus Fax: (907) 488-4058
E-mail: recycle@polarnet.com

Inc. Kansas Telecom

Bus: (907) 562-7793
Bus Fax: (907) 562-7794
E-mail: lowellh@kanas.com

Inc. Ken Flynn Alaska

Bus: (907) 338-3567
Bus Fax: (907) 338-3871
E-mail: kenflynn@kenflynn.com

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Bus: (907) 274-3535
Bus Fax: (907) 274-1411
E-mail: Klonadv@alaska.net

Inc. Klukwan

Bus: (907) 789-7361
Bus Fax: (907) 789-0675
E-mail: dargetsinger@klukwan.com

Inc. Knik Construction Company

Bus: (907) 245-1865
Bus Fax: (907) 245-1744
E-mail: daveh@knik.lynden.com

Inc. Koniag

Bus: (907) 561-2668
Bus Fax: (907) 562-5258
E-mail: ugross@koniag.com

Inc. LAPP Resources

Bus: (907) 248-7188
Bus Fax: (907) 248-7278
E-mail: lapres@alaska.net

Inc. Little Red Services

Bus: (907) 349-2931
Bus Fax: (907) 349-2750
E-mail: billyd@micronet.net

Inc. Lubchem of Alaska

Bus: (907) 562-3422
Bus Fax: (907) 562-3423
E-mail: aksupply@alaska.net

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Bus: (907) 243-6150
Bus Fax: (907) 243-2143
E-mail: lafanc@laf.lynden.com

Inc. Lynden Logistics

Bus: (907) 245-1544
Bus Fax: (907) 245-1744
E-mail: marka@llog.lynden.com

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Bus: (907) 276-4800
Bus Fax: (907) 258-5160
E-mail: brianp@lta.lynden.com

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Bus: (907) 258-2878
Bus Fax: (907) 276-7255
E-mail: makeitak@alaska.net

Inc. MRO Sales

Bus: (907) 344-4452
Bus Fax: (907) 344-4522
E-mail: mrosales@alaska.net

Inc. Polar Supply Company

Bus: (907) 563-5000
Bus Fax: (907) 562-7001
E-mail: polarsup@alaska.net

Inc. Production Testing Service

Bus: (907) 344-2024
Bus Fax: (907) 344-2022
E-mail: pts-alaska@msn.com

Inc. Quadco

Bus: (907) 563-8999
Bus Fax: (907) 563-8985
E-mail: dbaggett@quadcoinc.com

Inc. Raven Contractors

Bus: (907) 262-4668
Bus Fax: (907) 262-1514
E-mail: chumley@ptialaska.net

Inc. Resource Development Council for Alaska (E-mail)

E-mail: resources@akrdc.org

Inc. SKW/Eskimos

Bus: (907) 276-5716
Bus Fax: (907) 265-7390
E-mail: lee_little@skw.asrc.com

Inc. Smith International

Bus: (907) 561-6560
Bus Fax: (907) 561-6563
E-mail: emickelson@smith-intl.com

Inc. Sourdough Express

Bus: (907) 452-1181
Bus Fax: (907) 451-6188
E-mail: SourdoughFreight98@juno.com

Inc. Statewide Services

Bus: (907) 344-1207
Bus Fax: (907) 344-0353
E-mail: ssi@alaska.net

Inc. Sunshine Promotions

Bus: (907) 562-4936
Bus Fax: (907) 562-4938
E-mail: ideas@sunpromo.com

Inc. Testing Institute of Alaska (E-mail)

E-mail: tia@tialaska.com

Inc. Tryck Nyman Hayes

Bus: (907) 343-0215
Bus Fax: (907) 276-7679
E-mail: ted@tnhanc.alaska.net

Inc. Udelhoven Oilfield Systems Service (E-mail)

E-mail: sklemmer@udelhoven.com

Inc. UIC Construction

Bus: (907) 762-0100
Bus Fax: (907) 762-0103
E-mail: bob@ukpik.com

Inc. Unitech of Alaska

Bus: (907) 349-5142
Bus Fax: (907) 349-2733
E-mail: unitech@alaska.net

Inc. Usibelli Coal Mine

Bus: (907) 452-2625
Bus Fax: (907) 451-6543
E-mail: info@usibelli.com

Inc. Weaver Brothers

Bus: (907) 278-4526
Bus Fax: (907) 276-4316
E-mail: trucks@alaska.net

Inc. Williams Alaska Petroleum

Bus: (907) 273-3300
Bus Fax: (907) 273-3333
E-mail: jeffc@mapcoinc.com

Inc. Wood Group Gas Turbines

Bus: (907) 343-3775
Bus Fax: (907) 343-3748
E-mail: wgg@alaska.net

Inc. WorkSafe

Bus: (907) 563-8378
Bus Fax: (907) 563-8380
E-mail: mfagnani@worksafeinc.com

Inlet Offshore Divers LLC

Bus: (907) 563-9060
Bus Fax: (907) 563-9061
E-mail: leif@servcom.com

Jackovich Industrial & Construction Supply (E-mail)

Bus Fax: (907) 452-4846
E-mail: fbf0161@sshare.com

Janie Montgomery

Bus: (907) 260-5000
Bus Fax: (907) 260-5098
E-mail: asap@gci.net