

ALASKA LEGISLATURE SPECIAL COMMITTEE/SUBJECT FILES 8672

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benefits. Standards, goals and outcomes that define successful collaboration must be set at the state level, and locals must be accountable for these goals.

▣ **Executive office support** Cooperation at the state level begins with the executive office. Support and direction from the Governor are vital to current and future collaborative efforts. Strong direction and support must come from the Governor's Office if efforts are to succeed at the state and local levels. The current governor and future governors must recognize the importance of cooperation among department directors and staff for effective service delivery. Governors should select department directors in part based on their ability and willingness to work together in policy development and in day-to-day operation of their departments.

▣ **Let departments innovate** The executive and legislative branches of state government should support department-led initiatives to make lasting changes in their policies and rules which allow and encourage innovative efforts at the state and local staff levels, as well as the state and local delivery levels.

▣ **Examine Civil Service impediments** Civil Service rules should also be reviewed for policies which impede cooperation between, and within, departments. The goals of government are meant to provide services efficiently and the outcomes of the delivery system must be measured against those goals. The interest of state workers and these goals are not incompatible.



Departments, protective of their budgets, may be unwilling to share or redistribute resources or program administration, even if it means better service for recipients.

Revamping State Purchasing

MICHIGAN'S SYSTEM OF PURCHASING SUPPLIES, FROM COMPUTERS TO PENCILS, IS SLOW, CUMBERSOME, AND, IN SOME CASES, FAILS TO BALANCE PRICE AND VALUE CONSIDERATIONS. STATE BUYERS, VENDORS TO THE STATE, AND PEOPLE WHO MUST USE THE PURCHASING PROCESS SAY STATE LAWS AND POLICIES CAN, AT TIMES, PREVENT WORKERS FROM RECEIVING THE BEST POSSIBLE TOOLS AT THE BEST POSSIBLE PRICES.

RECOMMENDATIONS ▼

▼ **Ask vendors for solutions** Rather than including detailed specifications in bid requests, the state should describe the problem and let prospective vendors propose solutions. This would allow vendors to develop more creative solutions, and allow state agencies to prepare bid documents more quickly and solve problems faster.

▼ **Balance value and price** When appropriate, the state should acquire products and services through bids based on best value rather than low price. While low price may give the illusion of being the "best deal" for taxpayers, low price often leads to cost-overruns, poor quality, or misses the opportunity to acquire a better solution than the low bidder has offered.

If the best bid is not the cheapest, individuals making the purchasing decision for government should be able to justify why a particular bid is better. This justification should describe why the selected product or service is a better value for the state's taxpayers. This justification will meet the needs of public accountability.

▼ **Carefully nurture vendor-buyer relationships** Vendors need more access to information about state business processes, guidance on how to do business with the state, and the ability to comment on difficulties in the process without fear of retribution. Buyers should build their knowledge of available products and services and of their suppliers, while maintaining a professional relationship to ensure the integrity of the bid process.

"We would prefer specifications that are built primarily around functional requirements rather than primarily around specific technical requirements. This methodology would allow vendors to suggest solutions that the state may not be familiar with."

GREG STOREY

APPLE COMPUTER, INC.

BACKGROUND The state's purchasing process has evolved over years, influenced by a variety of issues. In the late 1800s, some government officials were known to be awarding friends and relatives contracts without bidding. Accountability to the public was minimal. The answer was development of a strict sealed bid process, with price as the guiding interest. A strict arm's-length relationship between vendors and purchasers was demanded. Complete openness in the process, codified by the Freedom of Information Act (which did recognize some

purchasing exceptions) has grown to provide checks and balances against corruption.

That system still works when the state is

buying standardized items or services: pencils or prison uniforms or janitorial services. But when buying increasingly customized and high-tech products and services, from phone systems to computer programming, state buyers need more flexibility to ensure the state gets the best price on the best product for the job at hand.

Suppliers and senior management of state government should meet periodically to enable exchanges about the direction of state government and the products and solutions the private sector can offer to meet future needs.

■ **Survey users about purchases** To assist all parties, greater attention should be given to customer surveys, allowing agencies to comment on the purchasing process and end product. Similarly, the state should develop a supplier rating process that documents a "track record" with each vendor.

■ **Maintain purchasing integrity until bid is awarded** At present, the state's Freedom of Information Act calls for release of information in bids once they are opened by the state. As the state's purchasing processes have changed to include value-oriented criteria and greater use of negotiating, the "bid opening" has become less important. For instance, the price quoted in a bid may be negotiated downward by the state as it balances needs, price and available revenues. The state has an obligation to make all information about a purchase available once it is made. But during the evaluation and negotiation stages, it is important for the state and the vendor that proprietary and other information often included in bids be kept secret. The state Freedom of Information Act should be revised to reflect this practice.

■ **Encourage more bids** The state should make it easier for more companies to bid on supplies or services. Vendors should only need to contact one office to determine what products they can offer all state departments.

■ **Cut the red tape for state workers** It should be easier for state workers to obtain the supplies and items they need to do their job.

1. Centralized contracts with companies who have statewide reach will allow quicker access to products acquired less expensively through the buying power of the state of Michigan.

2. There should be a reduction of the number of layers from which user agencies must seek approval before making purchases.

3. Using the Michigan Administration Information Network, much of the paper required in the purchasing process and the time required to move that paper from one approval point to another will be eliminated.

4. Regional offices with signature authority could acquire products and services such as office supplies and perishable commodities that can be delivered quickly from local vendors for all agencies in the region.

"Just-In-Time" Logistics

THE COMMISSION HEARD AT LISTENING SESSIONS THAT "JUST-IN-TIME" DELIVERY OF SUPPLIES IS WIDELY BELIEVED TO BE MORE EFFICIENT, MORE RESPONSIVE TO CUSTOMER NEEDS AND LESS EXPENSIVE THAN USING CENTRAL WAREHOUSES.

RECOMMENDATIONS

➤ **Consider moving to a "Just-In-Time" system** The state should conduct a cost-benefit analysis on its inventory management procedures to determine whether it should retain some, none, or all, of the current warehousing operations or switch to JIT.

➤ **"Just-In-Time" office supplies** Statements at the task force listening sessions indicate that many corporations have adapted JIT with respect to office supplies. For the state, this would mean entering into contracts with office supply stores on a regional basis to provide next-day delivery on demand to all state locations. The contractor would provide the product, transportation, inventory management, and invoices that would meet all of the needs of the state.

"We believe more delivery points would provide a more efficient system. We believe we can deliver the product to the end-user's building more effectively than state employees can."

LAWRENCE CHEANEY,
SILVER'S OFFICE PRODUCTS

BACKGROUND Under a business model that predates the invention of the assembly line, manufacturers used to acquire large quantities of parts and supplies, store them on site, and use them as needed. This required a large amount of storage space, an up-front capital investment in inventory, and complex inventory management systems.

The advent of advanced manufacturing engineering software and demands for the use of corporate cash led to the opportunity for corporations

to reduce inventory, but still buy in large quantities, and significantly reduce the cost of manufacturing as a result. Corporations like Chrysler,

Wal-Mart and many others have scrapped large warehouses and now rely entirely on JIT in their businesses.

Equipment Setup by Vendors

BACKGROUND The state often buys a product in large quantities and has it delivered to state warehouses or facilities. On receipt or on demand, state employees will complete the delivery process by taking the product to the requesting agency and assembling it. For example, modular office furniture and desk top computers are usually delivered to the state by the manufacturer or distributor, but the state does not allow the vendor to perform installation and set-up.

It wasn't clear to listening session participants, nor to the Commission, whether this practice was the result of a detailed analysis or other less scientific reasons.

Unless maintenance was also included in the contracts, state workers would still need training to maintain the product, move the product when necessary and make repairs.

Evidence from the private sector suggests there are many occasions in which installation and setup is performed by the supplier, not the customer.

IN COMMENTS AT LISTENING SESSIONS, SOME LARGE SUPPLIERS QUESTIONED WHY THE STATE OCCASIONALLY PURCHASES PRODUCTS, BUT INSISTS ON ASSEMBLY OR SETUP BEING DONE BY STATE PERSONNEL.

RECOMMENDATIONS

▀ **Cost-benefit analysis** The state could conduct a cost-benefit analysis on all products purchased by the state and installed or set up by state personnel. This analysis should compare the differential in the actual cost between the product as installed by the supplier versus the cost of the product, including personnel costs and indirect expenses, if installed by state personnel. The impact of each method on warranties should also be considered.

"Past RFQs for furniture often assume that the product will be installed by the state, where in many cases it would be easier and less expensive to have the product installed by the dealer."

JEFFREY H. BLOCK,
STEELCASE INC.

Maximizing Program Flexibility

FEDERAL AND STATE LAWS AND REGULATIONS OFTEN MAKE IT DIFFICULT FOR STATE DEPARTMENTS AND LOCAL AGENCIES TO COORDINATE OPERATIONS IN AN EFFECTIVE MANNER, SHARE RESOURCES, AND ALLOW LOCAL NEEDS TO DICTATE POLICY AND SERVICE DELIVERY. MUCH OF THE MONEY THAT DOES GO TO STATE AND LOCAL GOVERNMENTS IS EARMARKED, PREVENTING LOCAL AGENCIES FROM SPENDING IT ON PROGRAMS AND SERVICES MOST SUITED TO LOCAL RESIDENTS AND THEIR NEEDS.

RECOMMENDATIONS

➤ **Provide maximum flexibility in federal programs** The Governor, state legislators, the state Congressional delegation, and state department directors should work together to identify the federal regulations that impede collaboration and flexibility, then lobby for needed statutory changes. Local agencies, commissions, community organizations and elected officials should also be polled to identify restrictive regulations.

➤ **Provide maximum flexibility in state programs** The Governor, state legislators and state departments should strive to identify the outcome goals local service delivery agencies should strive for as they formulate delivery models under granted waivers. Outcomes and goals should be consistent throughout the state. Local delivery agencies are best qualified to determine how to achieve outcomes and goals. Those agencies should be polled to identify restrictive regulations and spending requirements.

➤ **More block grants to states; streamline waiver process** The state should lobby the federal government to provide state and local governments with block grants whenever possible, to provide maximum program flexibility. Where categorical grants are necessary, the federal government should simplify and streamline processes for waiver requests. Michigan officials should also seek information from other states regarding their success in obtaining waivers.

"Currently, state medical program clients need authorization for State Medical Assistance each time they need a prescription filled or to visit a doctor. Greater flexibility in the state medical program would allow these clients to eliminate frequent trips to the local DSS office for authorization."

BOOKER DENNIS, DIRECTOR,
OAKLAND COUNTY DSS

BACKGROUND Regulations governing service dollars are enacted to provide special populations with needed services, to ensure uniform access to services, and to correct a real or perceived inadequacy in the system. Categorical funding of programs is one way to achieve these goals. However well-intentional these regulations may be, they can be a burden on local service delivery agencies who must spend more time dealing with regulations and paper work than in providing services. Local governments and agencies also find that they must make people fit the available program requirements rather than tailor

programs to fit individual needs and goals. In recent years, the Michigan human service departments have been very effective in obtaining federal

waivers which increase local flexibility in providing services and encouraging independence.

II Further Study Recommended

*A*S TASK FORCES OF THE COMMISSION HELD SESSIONS ACROSS THE STATE AND THEN GATHERED TO DISCUSS THE RESULTS, MEMBERS FOUND THEMSELVES WITH A WEALTH OF EXTRAORDINARY IDEAS. GIVEN THE SHORT LIFESPAN ALLOTTED THE COMMISSION, WE WERE UNABLE TO FULLY EXPLORE EVERY SUGGESTION. BUT SOME CLEARLY MERIT FURTHER STUDY, AND WE COMMEND THEM TO THE GOVERNOR, LEGISLATURE OR OTHER INTERESTED CITIZENS FOR ADDITIONAL CONSIDERATION.

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➤ **IMPLEMENTATION OF THE SECCHIA COMMISSION REPORT** The Commission and its task forces ran into a great deal of public cynicism. Many expressed doubt that action would occur based on their input. Past studies and task force reports have sat on the shelf without follow-up or results. Broken promises and gridlock have fostered a high degree of mistrust and lack of confidence in state government's ability to make changes and improve its services.

An action plan and timetable for implementation of Secchia Commission recommendations need to be established. A progress or implementation status report should be communicated to the public to demonstrate that public input can make a difference.

➤ **COORDINATED LAND USE PLANNING** Development in rural Michigan is fragmented, with some areas actively seeking growth and other areas complaining of "too much, too fast." One presenter told of a natural gas development that seemed to go unchecked by the DNR in northern lower Michigan. The development proceeded so fast that considerable environmental damage was done before outside groups forced the agency to intercede. Another noted that environmental impact studies are made before a highway project is undertaken, but no economic impact studies are made. Where a road goes can make or break a rural community.

Inadequacies of the Farmland and Open Space Preservation Act (P.A. 116) were cited. It was suggested that the state lacks an integrated land use planning system that balances social, economic and environmental concerns, while still allowing for development. Such a system would, again, require a team effort crossing agency boundaries, yet not be cumbersome so as to grind development to a halt.

➤ **KEEPING UP WITH INFRASTRUCTURE NEEDS** Rapidly growing and affluent communities fail to qualify for state funding. Community leaders expressed frustration that they are falling behind in the race to keep up with infrastructure needs. State funding consideration is not based on infrastructure demand as much as upon income level. There appears to be no relation between the amount of taxes paid by a community and the amount of funding the community receives from the state.

Communities that historically have taken it upon themselves to do infrastructure improvement projects feel they are being punished. They are excluded from consideration for certain grants because they do not qualify as "low income" areas. They have historically been high-level taxpayers. Still others noted that grant criteria may be statistically biased against rural communities. One presenter told of a small school district that did not offer a school lunch program that was listed by the state as having no poverty level. It seems the state uses the number of free lunch students as a measure of a district's poverty level. Since this district reported no free lunches, it was listed as having no poverty!

Grants are also frequently offered by categories which may preclude consideration of many rural areas (e.g., minority/at risk). Another drawback is that rural communities feel they do not have the resources (e.g., professional grant writers) to compete with urban areas for grant funding.

➤ **UNEMPLOYMENT ELIGIBILITY DEFINITIONS** Many presenters, such as farmers who hire seasonal workers and seasonal food processors, described a situation wherein employees are hired to work knowing that employment will only be for the short-term harvest/processing season. Due to Michigan's unemployment eligibility regulations, these workers are eligible to receive unemployment payments after they have left employment and left the state. Not only is this an additional financial burden for Michigan employers, but those dollars are not spent in Michigan.

➤ **PREVAILING WAGE REQUIREMENTS** Hiring contractors at prevailing wage for state projects adds to building costs, and limits competitive bidding. The state should study phasing it out, particularly since a recent federal court decision held that Michigan's Prevailing Wage Act is preempted by the federal ERISA law, and that "the Michigan Prevailing Wage Act is invalid and unenforceable in its entirety."

➤ **MEDICAL MALPRACTICE COSTS** Rural Michigan is combating a shortage of doctors through special programs to encourage general practitioners to locate in more sparsely populated regions of the state. However, in Menominee, where 42 doctors reside, 40 of them cross the border to Wisconsin to practice due to their concerns about medical malpractice insurance costs in Michigan. The Menominee Hospital has had to close.

➤ **INTANGIBLES TAX** Michigan's intangibles tax should be reviewed for needed amendments, as it currently creates double-taxation for certain individuals.

➤ **TWO-YEAR BUDGET** Adopting a two-year budget for the state would promote long-term planning and avoid the annual legislative wrangling over agency budgets.

➤ **WORKERS' COMP REFORMS** Despite a number of reforms in the last decade, there remains a widespread perception that workers' compensation costs in Michigan are too high, and a detriment to our state's business climate. A thorough examination of this issue could either lead to suggestions that would lower costs, or provide a forum for showing exactly where Michigan stands compared to the rest of the nation on this important cost of creating jobs in our state.

➤ **CAPTURING SAVINGS** State agencies should be allowed to roll over funds left at the end of the fiscal year. While these funds would not be added to the following year's base, they would allow additional program performance.

III Suggestions from Residents

*F*ROM IRONWOOD TO WYANDOTTE AND MANY CITIES IN BETWEEN, MICHIGAN RESIDENTS TOOK THE TIME TO ATTEND LISTENING SESSIONS OF THE SECCHIA COMMISSION TASK FORCES, OFFERING THEIR IDEAS ON HOW TO IMPROVE DELIVERY OF GOVERNMENT SERVICES. THE COMMISSION HAS SELECTED SOME OF THE MOST INTERESTING OF THOSE SUGGESTIONS, AND PROVIDES THEM WITHOUT COMMENT ON THEIR MERIT. ADDITIONAL SUGGESTIONS ARE IN THE APPENDIX TO THIS REPORT.

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- **"FIX IT TICKETS"** Issue when a violation is found, then give the corporation or community 48 hours to fix the problem before penalties are assessed.
- **ONE-STOP SHOPPING** There should be "one-stop shopping" mechanisms for companies or individuals to obtain state permits and licenses instead of applicants having to go from department to department.
- **EMPOWER EMPLOYEES** State employees should be given the authority to make decisions and offer tangible assistance, and be held accountable when they fail to do so.
- **REGIONALISM** Encourage regional cooperation among local governments.
- **INVOLVE PRIVATE SECTOR** Permit businesses to innovate in determining alternate methods of achieving an established level of environmental protection, so the private sector can participate in finding ways to achieve lower pollution levels at lower costs.
- **APPOINT UNIVERSITY GOVERNORS, TRUSTEES AND REGENTS** Encourage a constitutional change in the election of university governors, trustees and regents making them gubernatorial appointments.
- **IN-HOUSE "HELP-LINE"** A "Help-Line" for state employees should be set up to help expedite the routing of telephone calls from the public, hopefully preventing a caller from being shuffled around state government through multiple transfers.
- **CUSTOMER-SERVICE INCENTIVES** There should be an incentive system put in place that rewards government employees who service the customer best.

- **ONE FORM** A single form, perhaps filed electronically, should be developed to serve for all human service applications.
- **CUSTOMER-SERVICE FOCUS** There should be more policy decisions based on customer service instead of fraud prevention.
- **CONSIDER THE COST OF NEW LAWS** The cost of implementing laws should be a standard part of evaluative data prior to voting on new legislation.
- **DRUG TESTING** Positive testing for drugs should be considered "bad conduct on the job" and thus uncompensated by MESC.
- **OFFICE SUPPLIES** Decentralize the purchasing process for office supplies. Once all the forms have been filled out and the proper procedures have been followed, a pencil can end up costing \$10, when one can buy that same pencil around the corner for 10¢.
- **CUSTOMER-SERVICE STANDARDS** Establish an expected standard of treatment for customers of all state employees. Train all employees to the standard and monitor them. Build standards into all new employee orientation programs and monitor them – McDonald's does.
- **REWARD EXCELLENCE** State workers should receive additional compensation, bonuses, additional leave time, or some other recognition for excellence in job performance or the development of innovations.
- **FRIENDLIER TAX FORMS** A working group of Treasury Department employees should be established to make state tax forms easier to fill out and more "user-friendly." Those used by other states should be reviewed for fresh ideas.
- **MICHIGAN DRIVERS LICENSE** Proof of insurance should not be required to obtain auto licenses; they are too easy to counterfeit and can be revoked the following day without the Secretary of State being notified.
- **SELL HUNTING LICENSES THROUGH THE SECRETARY OF STATE** The department already has most hunters' names entered into its computer systems.
- **EMPLOYERS SHOULD NOT BE REQUIRED TO ACT AS COLLECTION AGENCIES** If they must divert an employee's wages to another source (Friend of the Court, unpaid taxes, etc.), then the state should reimburse them for the costs of doing so.
- **LIBRARY ACCESS** The Library of Michigan houses the Congressional Quarterly but not its indices. The Law Library houses the indices, but not the Congressional Record. The publication and its indices should be kept in the same place.

- **PRIVATIZE WAREHOUSING** Privatize a large warehouse distribution center that would provide surplus goods to state offices, colleges and universities, prisons, schools and mental and public health institutions.
- **MORE TESTS** Civil Service needs to offer the "College Trainee" examination much more often.
- **EXPAND HORIZONS** Expose state career bureaucrats to private business and industry practices.
- **INFORMATION REVIEW** Review all "800" numbers, dues and subscriptions of state agencies.
- **IMPROVED COMMUNICATIONS** There needs to be an efficient way to communicate the availability of new and existing programs to caseworkers and prospective customers.
- **ONLY FINGERPRINT ONCE** Business operators with state licenses should not have to be fingerprinted more than once.

IV The People Speak

THE SECCHIA COMMISSION'S AGENDA WAS SET BY THE RESIDENTS OF MICHIGAN. THEY BROUGHT US THE PROBLEMS THEY SAW IN THE DELIVERY OF GOVERNMENT SERVICES. COMMISSION MEMBERS SAW THE PEOPLE OF MICHIGAN IN ACTION, CONCERNED ABOUT THEIR GOVERNMENT, AND WILLING TO SHARE THEIR IDEAS ON THE BEST AND THE WORST OF GOVERNMENT DELIVERY OF SERVICES. IT'S WORTH LISTENING. THESE COMMENTS COME FROM LISTENING SESSIONS AROUND THE STATE, AND HAVE NOT BEEN EVALUATED BY THE COMMISSION OR ITS STAFF. ADDITIONAL COMMENTS ARE INCLUDED IN THE APPENDIX TO THIS REPORT.

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- **STATE PARK STAFF EXCEEDS EXPECTATIONS** All of the park personnel were so friendly and attractive. We especially liked (name withheld) at the sign-in desk. (She) should give lessons to all workers on how to deal with the public. She was a treasure. During a 1:00 a.m. rain squall, your rangers woke me up and helped me secure my motor home's awning. You can be very proud of your Port Crescent staff.
- **STATE EMPLOYEES' INCENTIVES** Many state employees want to do a good job, but they're not allowed to. There is no reward or penalty system in place. State workers are doubly protected and should have to choose between the union or Civil Service.
- **STATE POLICE SET A GOOD EXAMPLE** State Police are very courteous and polite. They set a good example. They work well with local units.
- **LOCAL ASSISTANCE** Michigan Department of Transportation local liaison people are a big help.
- **STATE WORKERS HELP TOO** It was more than pleasurable to conduct business with persons such as (name withheld) and her co-workers (at a Michigan state park). She need not have done one solitary thing to assist me relative to the ORV sticker. As one often hears, "It's not my department." But not this time, not from this person and not from this office.
- **"PROGRESSIVE" DEPT. OF AGRICULTURE** The inspectors from the Department of Agriculture were wonderful to work with. They are very "progressive." They will sit down with a grocer in an attempt to work things out, instead of taking a strict regulatory stance. They genuinely want to help the grocer meet the standards instead of wanting to find as many problems as possible.

- **RAILROAD-CROSSING SAFETY IMPROVED** Michigan now has one of the best programs in the country for the installation of railroad grade crossing protection. This is a credit to many groups, but particularly the Department of Transportation for having the vision to make the needed changes. All Michigan citizens will benefit by increased rail-crossing protection because of steps taken by Michigan Department of Transportation.
- **MORE ADVISORY COMMITTEES** Business-state partnerships work well to solve problems. Advisory committees like that of Michigan Occupational Safety and Health Administration should be copied.
- **"NEW DNR" WORKS** The "new DNR" is a quantum jump more efficient and communicative than the old department ever was ... Let's not return to the boggling complexity of the old.
- **MORE ADMINISTRATORS' FORUMS** Positive comments were received regarding the Treasury's practice of holding "administrators' forums" with taxpayer groups to provide an open dialogue on issues and problems.
- **JOB COMMISSION COOPERATIVE** The Jobs Commission people have been very effective and cooperative.
- **ENCOURAGE START-UPS** The state should applaud every person who starts a new business. It does the opposite; every bureaucrat sees them as a new "victim" to be regulated.
- **COOPERATION FOR SAFETY TRAINING** The Department of Transportation, the State Police, and the Department of Commerce were commended for TRANSCAER, a multi-agency partnership with private industry that has developed a safety training program and state of the art training facility.
- **A DIAMOND DISCOVERED** A hidden jewel for delivery of a wide variety of services can be found in the Retired and Senior Volunteer Program.
- **KENT COUNTY D.S.S. EFFICIENCY** We are extremely pleased with (Kent County D.S.S.) and the way referrals are handled. The billing has become less cumbersome and the payments arrive on a timely basis.
- **MOST COMPANIES DO NOT WANT TO POLLUTE.** What they want from DNR is a clear, consistent, friendly response.
- **NO VOICE MAIL** We do not like voice mail. It is too impersonal and if you have a rotary phone it is very frustrating.
- **FOOD STAMPS "UNDIGNIFIED"** There is no dignified way for senior citizens to use their food stamps without going to the grocery store at midnight.

- **"CLEAN" PROPERTY DEFINITION** With regard to cleaning up pollution, when is the job done? There is no state definition of "clean" property and no one in the DNR will offer any enlightenment. Why must an individual area be cleaned up to pristine standards? This is hampering development in every community.
- **LISTING OF SERVICES** The Michigan Business Ombudsman's Office held a meeting to ask what services businesses wanted the state to offer. It was asked what services were already available, but no one knew. There is no central listing that describes them.
- **RECONSIDER BRANCH OFFICES** Why couldn't the multiple branches of the Secretary of State be used for other state services? (Some ask if we need the offices at all.) Others ask "why do we rent these offices when large retailers would provide free space to enjoy the traffic?"
- **MLCC LACKS SENSITIVITY** The Michigan Liquor Control Commission has a "monopoly" on liquor services, and thus feels no obligation to treat licensees as "customers." MLCC is slow to grant liquor licenses, but retaliation is feared if there are any complaints. Licensees keep their mouths shut if there are any problems.
- **PERMITS ARE TOO SLOW** It generally takes one year to get a DNR permit in Michigan, as compared to 3-4 months in most other states. This is because there is insufficient funding for the permit division, and too much employee turnover.
- **INTERNAL CONFUSION** A company already in compliance with all of the environmental standards wanted to build a 20-foot addition to its cooling tower. Company officials spoke with the local DNR representative, who informed them a permit to build was not necessary. The company began to work. A few weeks later, a DNR official came in for an inspection on an unrelated matter. She saw the addition to the stack, asked to see the permit for it, and was told that the local DNR officials informed the company one was not necessary. She said it was necessary and wrote the company a \$10,000 ticket for not having a permit. The company sent in the fine, along with a permit application for the stack. A few weeks later, the application was returned with "NO PERMIT NEEDED" written across the front. The company is now trying to get its check back.
- **DRAINAGE PROBLEMS** A store was building a new complex, but could not get a permit from the state until a new drain was put into an entry. That was done. When another state department came to inspect the building, officials said they would not grant approval until that drain was removed.

V Counterproductive Laws, Rules and Regulations

*A*S MICHIGAN HAS GROWN, ITS SYSTEMS HAVE CHANGED THROUGH THE YEARS. GOVERNORS AND LEGISLATORS HAVE COME AND GONE, GIVING DIFFERENT DEPARTMENTS DIFFERENT PRIORITIES TO MEET THE NEEDS AT HAND — AND UNINTENTIONALLY TANGLING THE MISSIONS OF VARIOUS STATE AGENCIES AND DEPARTMENTS. CONFLICTING LAWS ARE ALMOST INEVITABLE, GIVEN THE VAST NUMBER OF LAWS AND REGULATIONS THAT HAVE GROWN FROM DECADE TO DECADE. THE FOLLOWING CONFLICTING AND COUNTERPRODUCTIVE LAWS, RULES AND REGULATIONS WERE BROUGHT TO THE SECCHIA COMMISSION'S ATTENTION.



- The legislation establishing the Board of Horology (watch repair) and the Board of Myomassology (muscle massage) in the Department of Commerce's Bureau of Occupational and Professional Regulation was flawed. So there are no board members, and no board meetings. But the Attorney General says the state still must appropriate minimum funding for these boards. This has been going on for years. The legislation should be sunsetted, and the boards eliminated.
- For every liquor license an individual applies for, a separate set of fingerprints is needed – even if applying for multiple licenses.
- Everyone must show “proof of insurance” to register an automobile. Yet the insurance can be cancelled the very next day, and no one is notified.
- Michigan Migrant Legal Assistance Project pays for migrant workers' legal fees, even for frivolous lawsuits. Farmers pay their own legal costs, and even if they win, it costs them money which they cannot recover.
- Migrant workers who come to Michigan to work during the harvest, knowing that they have only a short-term job, can collect unemployment after they leave the state and return to their homes for the winter.
- Programs that receive grants are unable to establish reserve accounts and build up funds to meet anticipated future needs across fiscal years. At the conclusion of any year, dollars not spent must be returned to the state. The inability to carry forward such funds between fiscal years for certain designated purposes prevents good financial planning.

- Training for local building inspectors and firefighters often is not relevant to local needs and ordinances. Rural officials are required to have the same training as inspectors who have high rise buildings in their jurisdictions.
- Townships cannot obtain certain state grants for development projects if any local money is used as a down payment to purchase the property.
- The law governing licensure of mortgage companies by the Department of Commerce calls for "the State to act on the application," but does not specify in what time frame.
- The Freedom of Information Act (FOIA), P.A. 442 of 1976 (MCL 15.231 et seq.) provides, in general, that public agencies can charge for the cost of furnishing the requested documents including the cost of searching for, screening and copying the documents (Section 4). These costs can only be charged if the requester wants the material copied – not if the requester only wants to inspect the documents. The cost of copying the documents is frequently the smallest portion of complying with the request.
- FOIA provides only three options for state agencies when they receive a request for information – approve, deny, or approve a portion of the request and deny the rest (Section 5). If a public agency does not have the requested document, the request has to be denied. "Denials" must be approved by the agency administrator or his or her designee. There should be a more efficient and less contentious means of communicating that a requested document does not exist.
- FOIA does not adequately shield state information in certain instances. For example, the proposals of firms which submit successful bids are subject to release under FOIA. This discourages vendors from bidding on state contracts because their successful bids may include proprietary information which must be released to their competitors under FOIA.
- State law provides few incentives for agencies to be frugal with appropriated funds. If there was a greater possibility to carry forward some funds saved from the prior year into succeeding fiscal years, agencies would have a greater incentive to spend more carefully.
- The state school code requires public and non-public schools to receive evidence of the immunization status and vision of all children entering the school for the first time (MCL 380.1177). The school code only requires that schools report on the immunization status and vision of all new students. The public health code (MCL 333.9208) requires schools to submit a report to public health on the immunization status of all new kindergarten and first grade students each year and (pursuant to MCL 333.9307) report on the vision and hearing status of these students. The school and public health codes should be consistent.
- Michigan government has been maintaining 15 data centers and 21 telecommunications networks, none of which efficiently communicate with the others. Many areas of the state, including sparsely populated rural counties, have numerous dedicated state phone lines to provide access to these systems. This duplication is expensive and inefficient.

- For businesses holding multiple licenses granted by the Liquor Control Commission, rules require duplicate applications each time the status of the business changes. For example, if a business holding several licenses in different cities chooses to sell to another company, each license must be reviewed by both the local and state government.
- Many people are in need of transportation to human service agencies and training. However, in most cases, school buses cannot be used to transport students or adults to these activities after school hours or during the summer.

VI Commission Members and Staff

COMMISSION CHAIRMAN

AMBASSADOR PETER F. SECCHIA SERVES AS CHAIRMAN OF THE BOARD OF UNIVERSAL FOREST PRODUCTS, INC. AND WAS APPOINTED CHAIRMAN OF THE SECCHIA COMMISSION BY EXECUTIVE ORDER OF GOVERNOR JOHN ENGLER. HE HAS ALSO SERVED HIS COUNTRY AS U.S. AMBASSADOR TO THE REPUBLIC OF ITALY FOR WHICH HE WAS AWARDED ITALY'S HIGHEST AWARD FOR INTERNATIONAL AFFAIRS: THE CAVALIER DI GRAN CROCE (THE KNIGHT OF THE GREAT CROSS). AMBASSADOR SECCHIA HAS ALSO CONTRIBUTED TO NUMEROUS YOUTH PROGRAMS, WAS MICHIGAN'S NATIONAL COMMITTEEMAN TO THE REPUBLICAN NATIONAL COMMITTEE, SERVES ON THE EXECUTIVE COMMITTEE OF THE GERALD R. FORD FOUNDATION OVERSEEING THE FORD PRESIDENTIAL MUSEUM AND LIBRARY AND IS ALSO ON THE BOARD OF TRUSTEES OF THE BUSH PRESIDENTIAL LIBRARY FOUNDATION. HE WAS GRANTED HIS DEGREE IN ECONOMICS FROM MICHIGAN STATE UNIVERSITY IN 1963.

COMMISSION VICE-CHAIRMAN

RICHARD T. COLE OF GROSSE POINTE SERVES AS VICE PRESIDENT OF CORPORATE COMMUNICATIONS FOR BLUE CROSS AND BLUE SHIELD OF MICHIGAN. HE HAS ALSO SERVED AS CHIEF OF STAFF, PRESS SECRETARY, AND SPECIAL ADVISOR TO MICHIGAN GOVERNOR JAMES BLANCHARD, AS A LANSING BUSINESS OWNER AND AS AN ASSOCIATE PROFESSOR AT MICHIGAN STATE UNIVERSITY. MR. COLE'S ARTICLES ON PUBLIC RELATIONS, PUBLIC POLICY AND EDUCATION HAVE APPEARED IN MANY SCHOLARLY PUBLICATIONS. IN 1993, HE SERVES ON THE JACOB K. JAVITS FELLOWSHIP BOARD IN THE U.S. DEPARTMENT OF EDUCATION. HE OBTAINED HIS DOCTORATE IN ADMINISTRATION AND HIGHER EDUCATION FROM MICHIGAN STATE UNIVERSITY IN 1980.

.....

COLE TASK FORCE ON LOCAL GOVERNMENT

Chair: Richard T. Cole, Ph.D., Vice President, Corporate Communications,
Blue Cross/Blue Shield of Michigan

Vice-Chair: Tim McGuire, Executive Director, Michigan Association of
Counties

Representative Bill Bobier, Member, Michigan House of Representatives
Mayor Nyal Deems of East Grand Rapids, Partner, Varnum, Riddering,
Schmidt & Howlett, P.C.

Matthew Grafty, Budget Director, City of Flint
Alexander N. Luwall, Administrator, Juvenile Division, Wayne County
Probate Court
Craig Ruff, President, Public Sector Consultants
Flora Walker, President, Michigan American Federation of State, County, and
Municipal Employees, Council 25
Don Allen, Policy Advisor, The Executive Office
Patrick L. Anderson, Deputy Director, Michigan Dept. of Management & Budget
Glen Preston, Financial Analyst, Michigan Dept. of Management & Budget

BBROWN TASK FORCE ON MATURING MICHIGANIANS

Chair: Reverend John Brown, Pastor, First Baptist Church of Muskegon
The Rev. John H. Brown serves as pastor of First Baptist Church in
Muskegon and as chairman of the Region 14 Council on Aging board.
Rev. Brown has an extensive background in mental health issues and the
needs of the elderly.

Vice-Chair: Susan Gasparian, Senior Attorney, Ford Motor Company
Mary Ettinger, Vice President, United Auto Workers Local 6000
Gerald Faverman, Ph.D., Senior Counselor, The Faverman Group
Senator Joel Gougeon, Member, The Michigan Senate
Jeffrey Weaner, Owner, Traverse Bay Motel
Andrea C. Kotch, Account Executive, Roney & Company
Bob McKerr, Senior Research Associate, Citizens Research Council
Rebecca Holowicki, Director, Oakland County Dept. of Community &
Minority Affairs
Mary Ann Zielinski, former Mayor of Centerline
Diane Braunstein, Director, Michigan Office of Services to the Aging
Bonnie Huntley, Executive Director, Kent County Community Mental Health
Evert Vermeer, Director, Kent County Department of Social Services
Ronald Graber, Financial Analyst, Michigan Dept. of Management & Budget

CCHABOT/PEARSON TASK FORCE ON STATE VENDORS AND PARTNERS

Co-Chair: Rae Lee Chabot, shareholder, Plunkett & Cooney, P.C.
Rae Lee Chabot is a partner with the Detroit law firm of Plunkett &
Cooney P.C. She specializes in defense litigation in the areas of
employment discrimination, sexual harassment, and personal injury law
in the Michigan and Federal Court Systems. Ms. Chabot is a Michigan
Civil Service Commissioner and a director with the Oakland County Bar
Association.

Co-Chair: Ramona Henderson Pearson, Wayne County Auditor General

Ramona Henderson Pearson, CPA, is Wayne County's auditor general. She has over 20 years experience in the auditing profession including managerial responsibilities with Wayne State University and Arthur Young & Company (currently Ernst & Young). Ms. Pearson has received the Outstanding Member Award from the National Association of Black Accountants, Inc.

Vice-Chair: Joseph A. Fink, Attorney and Partner, Dickinson, Wright, Moon, VanDusen and Freeman, P.C.

Deborah Dolman, President/CEO, Dolman Technologies

Pat Ganzberger, Housewife

Mike Maxfield, Financial Consultant

William Kurtz, Owner, Kurtz Music

E. T. Sprock, Director of Operations Strategy, Chrysler Corporation

Representative Clyde LeTarte, Member, Michigan House of Representatives

Lawrence W. Reed, Ph.D., President, Mackinac Center for Public Policy

John M. Kost, Deputy Director, Michigan Dept. of Management & Budget

Deborah Devine, State Affairs Division, Department of Attorney General

Mary Lannoye, Chief, Finance and Administrative Services, Michigan Dept. of Public Health

Karen Pawlovich, Financial Analyst, Michigan Dept. of Management & Budget

*H*ARDIMAN TASK FORCE ON HUMAN SERVICES

Chair: Mayor Bill Hardiman, City of Kentwood

Bill Hardiman was elected mayor of the City of Kentwood. He has also served in managerial positions for Goodwill Industries of Greater Grand Rapids, Inc., Hope Rehabilitation Network, Inc. and Kent County Community Health. Mr. Hardiman has received the Distinguished Alumni Award from Grand Valley State University.

Vice-Chair: Reverend Eddie Edwards, Pastor, Joy of Jesus Embassy

Vicki L. Appleyard, Calhoun County Dept. of Social Services

Barbara B. Gattorn, Vice President of Community Marketing, Greater Detroit Chamber of Commerce

William R. Halling, Retired from KPMG Peat Marwick

Gladys Amanda Hernandez von Hoff, Professor of Bilingual Education, Saginaw Valley State University

Representative John Llewellyn, Member, Michigan House of Representatives

Ernestine Moore, Executive Director, Skillman Center for Children

Dennis Nickels, Director of Public Sector Services, Great Lakes, Deloitte & Touche

Dana Cole, Assistant Policy Analyst, The Executive Office

Karen Balice Gregory, Children's Special Health Care Services, Michigan Dept. of Public Health

Gregory Gessert, Financial Analyst, Michigan Dept. of Management & Budget

*N*ICHOLSON TASK FORCE ON EMPLOYERS

Chair: James B. Nicholson, President/CEO, PVS Chemicals, Inc.

James B. Nicholson is the principal and controlling stockholder as well as CEO of PVS Chemicals, Inc. in Detroit, director of Amerisure Companies and vice chair of Douglas & Lomason Company. He has also served as an officer of the First National Bank of Chicago and past chairman of the Michigan Strategic Fund. Mr. Nicholson received the Master of Science Degree in International Economics from the London School of Economics in 1968.

Vice-Chair: J. John Wortman, President/CEO, Amerisure Companies
David Burtch, Assistant Director, Technical, Office & Professional Dept.,
United Auto Workers

Wayne T. Muller, Muller Family Shoe Centers

Gregory A. Nowak, Practice Director, Price Waterhouse

Representative Joe Porreca, Member, Michigan House of Representatives

Representative Kirk Profit, Member, Michigan House of Representatives

Polly P. Reber, Director of Government Relations, Small Business Association
of Michigan

John C. Taylor, Assistant Professor, Wayne State University

Robert A. Walker, Vice President - Corporate, CN North America

Donna Arduin, Chief Deputy Director, Michigan Dept. of Management & Budget

Jacques McNeely, Financial Analyst, Michigan Dept. of Management & Budget

*P*EARSON TASK FORCE ON URBAN/SUBURBAN CITIZENS & FAMILIES

Chair: Ramona Henderson Pearson, Wayne County Auditor General

Vice-Chair: Thomas John Laymon, Executive Director, Mel Trotter Ministries

Mrs. Pat Ganzberger, Housewife

Carolyn Moore, Coordinator, MichCare, Detroit Health Department

Matthew Grady, CPA, Budget Director, City of Flint

Senator Christopher Dingell, Member, Michigan Senate

Ernestine Moore, Executive Director, Skillman Center for Children

Don Allen, Policy Advisor, The Executive Office

*T*ATTER TASK FORCE ON RURAL MICHIGAN

Chair: Jordan B. Tatter, President/CEO, Hanson Cold Storage Co.

Jordan B. Tatter serves as a member of the Michigan Natural Resources Commission and is a past member of the Agricultural Commission. He is a director of First of America Bank-Michigan and past chairman of the Federal Reserve Bank of Chicago, Detroit Branch. Mr. Tatter an extensive

agricultural background as a former orchardist and Michigan State university Horticultural Agent. He is a member and officer of numerous local, state, and national agriculture and business associations. Mr. Tatter received the Distinguished Service Award to Agriculture from Michigan State University in 1987.

Vice-Chair: Joseph Herman, Herman Farms

Carol A. Bashore, Ovid Township Supervisor

Senator Christopher Dingell, Member, Michigan Senate

Lee Cox Hoopfer, Ph.D., Program Director, Michigan State University Extension,
Children, Youth and Family Programs

Michelle Johnston, Ph.D., Executive Director, Northern Lower Michigan
Leadership, Teaching, and Learning Consortium,
Northwestern Michigan College

Daniel S. Mazzuchi, M.D. and Assistant Dean of Human Medicine,
Marquette General Hospital

Senator George McManus, Jr., Member, Michigan Senate

Ray Vlasin, Ph.D., Professor and Coordinator for Industrial Extension, Michigan
State University Extension

Dan Wyant, Legislative Liaison, Michigan Dept. of Agriculture

Nate Lake, Quality Advisor and Organization Specialist, Michigan Dept.
of Natural Resources

Lee Wilcox, Administrative Assistant, Michigan Dept. of Agriculture

Keith Hanna, Financial Analyst, Michigan Dept. of Management & Budget

*T*HE SECCHIA COMMISSION STAFF

.....

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Donna Arduin, Chief Deputy Director
Department of Management and Budget

Deputy Executive Director

John Field Reichardt

Task Force Coordinators

Bret Marr
Chris Becker

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Susan Rawls

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Richard T. Cole, Vice-Chairman
Donna Arduin, Executive Director
John Field Reichardt, Deputy Executive Director
David Waymire, Senior Editor

Senior Editor of the Report

David Waymire
Director of Public Affairs
Marketing Resource Group, Inc.

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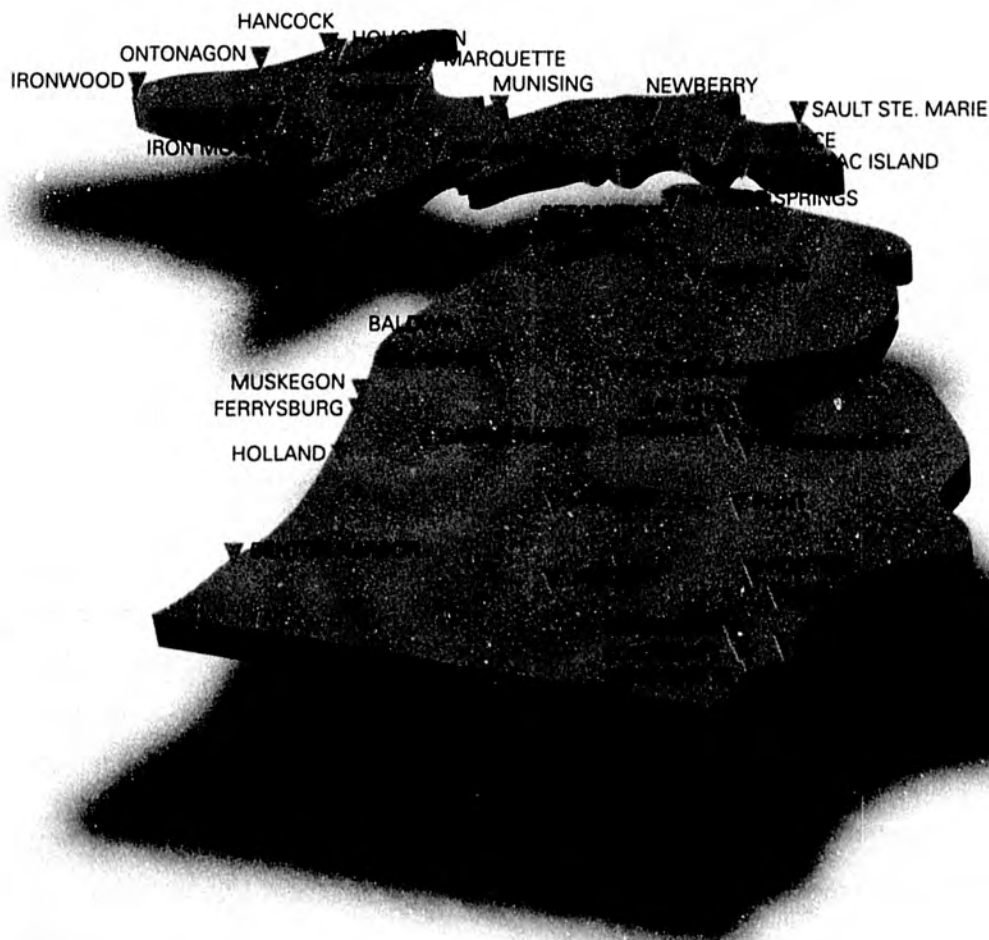
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vii Commission Meetings

*I*N ITS DRIVE TO HEAR FROM AS MANY CITIZENS AS POSSIBLE FROM ACROSS THE STATE, THE SECCHIA COMMISSION HELD 68 MEETINGS FROM DETROIT TO MARQUETTE. FOLLOWING IS A LISTING OF COMMISSION AND TASK FORCE MEETINGS HELD.



Commission Meetings

ACME • JULY 21	JACKSON • JUNE 9
AUBURN HILLS • JUNE 15	LANSING
BALDWIN • JULY 14	APRIL 19
BAY CITY • JUNE 27	MAY 17
BENTON HARBOR • MAY 23	MAY 18
BIG RAPIDS • MAY 10	MAY 26
DEARBORN • JULY 21	JUNE 8
DETROIT	AUGUST 8
MAY 18	AUGUST 29
JUNE 13	SEPTEMBER 13
JUNE 23	NOVEMBER 8
JULY 20	DECEMBER 6
AUGUST 3	MACKINAC ISLAND • AUGUST 19
AUGUST 24	MARQUETTE • JULY 25
ESCANABA JULY 26	MENOMINEE • JULY 25
FERRYSBURG • JULY 12	MT. PLEASANT • APRIL 25
FLINT • JUNE 29	MUNISING • JULY 25
FRANKENMUTH • AUGUST 22	MUSKEGON
GRAND RAPIDS	JUNE 20
MAY 17	JULY 28
JUNE 16	NEWBERRY • JULY 25
JUNE 22	ONTONAGON • JULY 25
JUNE 28	PETOSKEY • JULY 7
JULY 28	PONTIAC • APRIL 26
GRAYLING • JUNE 27	SAGINAW • JULY 25
GWINN • JULY 25	SAULT STE. MARIE • JULY 25
HANCOCK • JULY 25	SOUTHGATE
HARBOR SPRINGS • AUGUST 22	APRIL 27
HOLLAND • JULY 28	JULY 27
HOUGHTON • JULY 25	ST. IGNACE • JULY 26
IRON RIVER • JULY 25	TRAVERSE CITY • JUNE 2
IRON MOUNTAIN • JULY 25	WYANDOTTE • MAY 16
IRONWOOD • JULY 25	

IN SOME CITIES, MORE THAN ONE MEETING WAS HELD ON THE SAME DAY.

VIII The Secchia Commission Thanks ...

T HIS IS A LIST OF MICHIGAN CITIZENS WHO ATTENDED COMMISSION OR TASK FORCE MEETINGS, FAXED OR MAILED THEIR COMMENTS, OR TELEPHONED US WITH THEIR CONCERNS ABOUT GOVERNMENT AND THE DELIVERY OF STATE SERVICES. WE APOLOGIZE FOR ANY OVERSIGHTS OR MISSPELLINGS.

• • • • •

Jackie Abbott
Tina Abbott
Al Aceves
Cathy Adams
Marcus Adams
Mary Ablan
Jim Alexander
Rosalind Allis
Martin Allen Jr.
John Amberger
Gerry Amman
David Amon
Cary Anderson
Darlene Anderson
Glenn Anderson
Janet Anderson
Rep. David Anthony
Vernice Davis Anthony
Vicki Appleyard
Anthony Appleyard
Farah Arabo
John Archocosky
Donna Arduin
Mark Armbrustmacher
Michael Asiala
Dick Augenstein

Donald Austin
Hon. Richard Austin
Bill Ayre
Linda Aysis
Gyani Baile
Edward Bailey
Brent Bair
James Baker
Mary Balberde
Ben Baldis
Michele Ballinger
K. Bantle
Terry Barclay
Bruce Barnhart
Jenny Baron
James Barrett
Verne Barry
Maude Batie
Richard Beard
Rico Beard
Robert Beard
Debbie Beatty
Chris Becker
Fred Bednarek
Dorothy Bently
Ray Berg

Ron Berg
Brian Berndt
Janet Bernson
Karen Berquist
Eric Berry
Raymond Berry
Tina Betlejewski
Martha Bibbs
Linda Binion
Laurie Bink
Brent Blair
Jill Bland
William Bleiler
Robert Blett
Ronald Blight
Jeffrey Block
George Boersma
James Bogan
Cheryl Booth
Peggy Bostwick
Joe Bournay
Doug Bovin
Judge Patrick Bowler
Celeste Bowman
Pamela Boyd
Penny Boynton

Rep. Robert
Brackenridge
Richard Brandi
Ray Brennan
John Breslin
James Brian
Cindy Brock
Kristi Broessei
Ed Bronding
Mike Brown
John Brown
Bruce Brown
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Mary Bryant
Louise Bucco
Peter Buckley
Mike Buday
Sean Burgeson
Dennis Burgess
Tom Burgess
Harvey Burkhour
Marilyn Burns
Dorothy Bussiere
Phil Butler
George Byelich
Chere Calloway

Elsie Camancho
 Alice Campbell
 Jo Lynn Campbell
 Lawrence Campbell
 Kelly Cantu
 Barry Cargill
 Dr. Dave Carlson
 Jean Carlson
 Bonnie Carpenter
 Donald Casterline
 Lisa Cebulski
 Rob Cecil
 Robert Chaprka
 Claude Chatterton
 Larry Cheaney
 Bobbie Christie
 Diana Christofalos
 Marilyn Citron
 Ann Clark
 Douglas Clark
 William Cochran
 Brian Cole
 James Collison
 Ernie Condell
 Robert Cooper
 Stephen Corey
 Melinda Coss
 Diane Covell
 Walter Cox
 Jerry Crandall
 Mayor Nancy
 Crandall
 Les Crandell
 Richard Crawford
 Donna Crawford
 Vernetta Crayton
 Williams Lynne
 Creech
 Allison Cross
 Frank Cruz
 Burke Cueny
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 John Currie
 Robert Cutler
 Janet D'Ignazio

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 Irma Davaloz
 Bernie Davis
 Dorothy Davis
 Denny Davis
 Rue DeChelbor
 Steve Degoosh
 Allen De Jonge
 Eric Delong
 Gina V. Denn
 Booker Dennis
 Rich Denule
 Gary Derrigan
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 Paul DeWeese
 Ed Dickenson
 David Diegel
 Nancy Diem
 Christopher Dietz
 Izzy DiMaggio
 Roger Dixon
 Kathy Dodge
 Ed Dore
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 Robert Downing
 Phyllis Dowsett
 Monica Draaisma
 LeAnn Droste
 Steve Duchane
 Caroyln Dulai

Sam Elder
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 Peter Ellsworth
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 Vicki Enright
 Hanni Epp
 Al Ernst
 Don Estebe
 Carl Evans
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 Janice Fairley
 Dr. Gerald Faverman
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 George Field
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 Herman Fleischer
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 Lana Ford
 Donald Fortune
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 Edward Fox
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 Delores Gibson
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 Robert A. Gifford
 Charles Given
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 Bob Glees
 Linda Gobler
 Liela Goldman
 Marvin Goldstein
 Margaret Goldthorpe
 Robert Goldthorpe
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 Carol Goodell
 Michael Goodkind
 Julia Goodman
 George Goodman
 Dennis Goodsell
 Andrea Gordenier
 Paul Gordon Sr.
 Paul Gordon
 Joanne Gorsline
 Carol Gourlay
 Kelly Goynes
 Ron Graber
 Patty Graff
 Dr. George Graff
 Keith Granger
 Henry Green
 Melinda Greene
 Karen Balice Gregory
 Bill Grevelding
 Bernice Grier
 Penny Griffin
 Ron Griffin
 Margaret Grose
 Pat Groves
 Carol Gruin
 William Gutos
 Charles Hadden

***I am grateful to the residents of Michigan
 for showing their genuine concern and
 interest in improving how our government
 functions.***

RICHARD T. COLE, VICE-CHAIR,
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 George Egger
 Dawn Eggerding

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 Marty Fullman
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 Charlie Rood
 Norman Rosen
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 Sharon Rothwell
 Carolyn Rouse
 Gordon Roy
 Helen Ruhl
 Glenn Ruhlig
 Scott Russell
 Tom Ryan
 Roger Rycenga
 Penny Saites
 Lucinthia Sallie
 Lark Samouelian
 Zoraida Sanchez
 David Sanders
 John Sanders

"A government of people requires that the residents participate. You did, and we thank you all."

AMBASSADOR PETER F. SECCHIA, CHAIRMAN,

THE SECCHIA COMMISSION

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 James Newman
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 Keith Niemels
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 Dorothy Van Kerkerix
 Evert Vermeer
 Susan Vincent
 Michelle Voineag
 Rep. Harold Voorhees
 Irene Wackman
 William Wade
 Susan Wagenheim
 John Walker
 Joseph V. Walker
 Cynthia Wallace
 Naida Wallace
 Roslyn Waller
 Penny Walter
 Ching-li Wang
 Jacqueline Warr
 Inez Warren
 Bill Watson
 Gayle Watson
 Deloris Wattson
 Michael D. Weaver
 Jerrel Webb

Gray Webber
 Alice Weeks
 George Weeks
 Estelle Weismiller
 Sen. Jack Welborn
 Gary Wend
 Alton Wendzel
 Ken Wendzel
 Bill Whipple
 Joe White
 Treassa White
 Kathy Wilbur
 Charles Wilderspin
 Joanna Williams
 Junious Williams
 Lenert Williams
 Mary Williams
 Randy Willmeng
 Marilyn Wilson
 Malverne Winborne
 Jane F. Witgen
 Eric Witte
 Larry Witte
 Mark Wollenweber
 Gary Woodbury
 Patricia Woodworth
 Linda Worden
 William Worth
 Sandra Wright
 Larry Wright
 Jenna Wyble
 Bob Young
 Donna Young
 Philip Young
 Robert P. Young, Jr.
 Mildred Youngs
 Philip Youngs
 Nick Van Zanten
 William Zehnder
 Hal Zeigler
 John Zellar
 George Zimmerman
 Keith Zinger
 Paul Zugger

SCOMM

122:38



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

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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 of Privatization and Delivery of Government Services home page at <http://www.privatizealaska.org> and click on "CONTACT." The toll free number is 1(888) 562-7474; in Anchorage 269-0226; or e-mail "privatize@legis.state.ak.us."

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

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Kathryn Thomas
Don Valesko
George Wuerch

A large, stylized handwritten signature in black ink, which appears to read "George Wuerch".

715 W. 4th Ave., Anchorage, AK 99501
Senator Jerry Ward: 907-269-0107 Fax 907-269-0109
Representative John Cowdery: 907-269-0222 Fax 907-269-0223



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P. 02/02



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Senator Jerry Ward: 907-269-0107 Fax 907-269-0109

Representative John Cowdery: 907-269-0222 Fax 907-269-0223



September 29, 1999

DON VALESKO
Business Manager/
Secretary-Treasurer

VALERIE K. BAFFONE
Assistant Business Manager

HEADQUARTERS
2510 Arctic Blvd.
Anchorage, Alaska 99503
FAX (907) 279-7171
(907) 276-7211

2122 Airport Way
Fairbanks, Alaska 99701
FAX (907) 456-1771
(907) 452-5024

710 West 9th Street
Juneau, Alaska 99801
FAX (907) 586-5757
(907) 586-6993

Representative John Cowdery
Alaska State Legislature
716 W. 4th
Anchorage, AK 99501-2133

Dear Representative John Cowdery,

I object to your letter designed to ask state employees how they might help the Privatization Commission privatize their jobs. I believe that the commission should have brought up this letter idea and discussed it before any action by the Co-Chairs was taken.

As the lone labor representative on the committee that is charged with representing employees I ask that the letter not be sent without thoroughly discussing all possibilities during a commission meeting

If you intend to send the aforementioned letter after reading this, you can count on me not to sign it.

Sincerely,

Don Valesko,
Business Manager/Secretary-Treasurer

cc: Commission Members



and Delivery of Government Services

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Don Valesko
~ George Wuerch

MEMORANDUM

TO: Privatization Commission Members

FROM: Marco Pignalberi

DATE: September 20, 1999

RE: State Employee Solicitation of Ideas

CC: Cowdery, Ward, Adams, Brice, Allen, Fink, Harper, Prosser, Thomas, Valesko, Wuerch

Notes:

The attached letter needs to be signed and returned to Representative Cowdery's office, via fax, to be kept in our files. State employees will be given the opportunity to provide input to the commission by the attached.

Please sign and return ASAP to fax # 269-0223.

Thank you. Your attention to this matter is appreciated.

Legislative Research Services

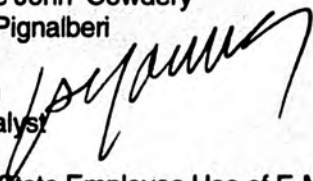
Alaska State Legislature
Legislative Affairs Agency
Division of Legal and Research Services

State Capitol
Juneau, AK 99801-1182
Phone: 907-465-3991
Fax: 907-465-3908

October 6, 1999

Memorandum

TO: Representative John Cowdery
Attn: Marco Pignalberi

FROM: Patricia Young 
Legislative Analyst

RE: Guidelines for State Employee Use of E-Mail

In addition to the packet of information I sent you last week, here are guidelines for use of e-mail by state employees in Arizona, Connecticut, and New York. I also have access to policies for legislative staff use of e-mail developed by a few states. If you are interested in those, let me know.

I hope this information is helpful.

James G. Natoli - Director of State Operations

***Governor's Task Force on
Information Resource Management
Technology Policy 96-14***

Subject: New York State Use of Electronic Mail

Date: June 11, 1996

RECEIVED By

OCT - 6 1999

Legislative Research Services

Introduction

Electronic mail (e-mail) refers to the electronic transfer of information typically in the form of electronic messages, memoranda, and attached documents from a sending party to one or more receiving parties via an intermediate telecommunications system. E-mail is helping State agencies improve the way they conduct business by providing a quick and cost-effective means to create, transmit, and respond to messages and documents electronically. Well-designed and properly managed e-mail systems expedite business communications, reduce paperwork, and automate routine office tasks thereby increasing productivity and reducing costs. These opportunities are, however, at risk if e-mail systems are not managed effectively.

Purpose and General Policy

The purpose of this policy is to promote the use of e-mail as an efficient communication and data gathering tool, and to ensure that State agencies have the information necessary to use e-mail to their best advantage in supporting agency business. By establishing and maintaining compliance with a policy for appropriate use of e-mail, risks and costs to agencies can be mitigated while the valuable potential of this communication tool is realized.

State agencies should ensure that e-mail is used for internal and external communications that serve legitimate government functions and purposes. The information communicated over agency e-mail systems is subject to the same laws, regulations, policies, and other requirements as information communicated in other written forms and formats. Each State agency is responsible for promulgating policies, establishing management practices, and designing e-mail applications that:

- support agency business;
- reduce legal and other potential risks;
- define managerial authority over e-mail communications;
- describe the appropriate use of e-mail communications;
- train employees in e-mail use and policies; and

- provide for necessary records retention, accessibility, and protection.

Agencies with special requirements for information confidentiality (for example, confidential client records) may be required to establish additional safeguards to protect this data.

Agency E-Mail Use Policy

Each agency is responsible for promulgating and insuring compliance with a policy governing the use of e-mail. Policies originally designed for paper correspondence or telephone use may not adequately apply to e-mail. This policy document should, at the minimum, include the following elements:

Proper Use By:

- Defining proper business use and limiting personal use of e-mail.
- Prohibiting the use of e-mail for illegal and unethical activities or to misrepresent, slander or, otherwise jeopardize the legitimate interests of the State.

Agency Responsibility By:

- Establishing agency control or ownership of e-mail communications.
- Informing employees that e-mail should not be considered private or personal and may be accessed by authorized staff for legitimate business purposes.
- Outlining the agency's general approach to the provision of e-mail services, as well as to the retention, maintenance and protection of e-mail communications to ensure that records needed to support agency business operations are identified and remain accessible, usable, and reliable as long as they are needed. (Records have a specific meaning under Law -- see SARA's **Managing Records in E-Mail Systems** and the attached sample agency policy for more information.)
- Clarifying roles and responsibilities of managers, technical staff, and users for retaining, maintaining, and protecting e-mail communications.
- ***Legal Considerations By:***
 - Providing that e-mail messages related to agency business are government records under the Arts and Cultural Affairs Law and are subject to the same laws and requirements as other agency records, including general records management and program specific requirements.
 - Providing that the Freedom of Information Law, Personal Privacy Protection Law, and discovery proceedings in legal actions apply to e-mail communications.

Each agency's e-mail policy should account for the agency's particular needs, mission, available technology, level of staff training, size, geographic diversity, and organizational culture. All policies should be clear and practical, and consistent with existing State information resource management, records management, and other policies. A copy of a sample agency e-mail use policy is attached.

Assistance and Support

If agencies need assistance in developing e-mail policies, they should contact the State Archives and Records Administration (SARA). SARA provides training and direct assistance on developing such policies and other records management issues raised by the use of advanced information

technologies. It has published *Managing Records in E-mail Systems* which provides agencies with guidelines for developing policies and establishing procedures for the effective management of records created and captured in e-mail systems. As agencies develop e-mail policies, they are encouraged to share them with SARA so it can provide other agencies with examples of existing agency policies that can serve as models of best practices.

Attachment A-1

E-Mail Use

Sample Agency Policy

Purpose and Goals

E-mail is one of [name of agency] core internal and external communication methods. The purpose of this policy is to ensure that e-mail systems used by agency staff support agency business functions to their fullest capacity. This policy advises staff and management of their responsibilities and provides guidance in managing information communicated by e-mail.

Access to E-mail Services

E-Mail services are provided to _____ (all staff? those staff deemed to require e-mail based on specific program areas? staff whose job functions require it? staff as resources allow?) To request access, contact _____.

Use of E-Mail

E-mail services, like other means of communication, are to be used to support agency business. Staff may use e-mail to communicate informally with others in the agency so long as the communication meets professional standards of conduct. Staff may use e-mail to communicate outside of the agency when such communications are related to legitimate business activities and are within their job assignments or responsibilities. Staff **will not use** e-mail for illegal, disruptive, unethical or unprofessional activities, or for personal gain, or for any purpose that would jeopardize the legitimate interests of the State.

Privacy and Access

E-mail messages are **not** personal and private. E-mail system administrators will **not** routinely monitor individual staff member's e-mail and will take reasonable precautions to protect the privacy of e-mail. However, program managers and technical staff may access an employee's e-mail:

- for a legitimate business purpose (e.g., the need to access information when an employee is absent for an extended period of time);
- to diagnose and resolve technical problems involving system hardware, software, or communications; and/or
- to investigate possible misuse of e-mail when a reasonable suspicion of abuse exists or in

conjunction with an approved investigation.

A staff member is prohibited from accessing another user's e-mail without his or her permission.

E-mail messages sent or received in conjunction with agency business may:

- be releasable to the public under the Freedom of Information Law;
- require special measures to comply with the Personal Privacy Protection Law.

All e-mail messages including personal communications may be subject to discovery proceedings in legal actions.

Security

E-mail security is a joint responsibility of agency technical staff and e-mail users. Users must take all reasonable precautions, including safeguarding and changing passwords, to prevent the use of the account by unauthorized individuals.

Management and Retention of E-mail Communications

Applicable to all e-mail messages and attachments

Since e-mail is a communications system, messages should not be retained for extended periods of time. Users should remove all e-mail communications in a timely fashion. If a user needs to retain information in an e-mail message for an extended period, he or she should transfer it from the e-mail system to an appropriate electronic or other filing system. E-mail administrators are authorized to remove any information retained in an e-mail system that is more than ____ days old.

Applicable to records communicated via e-mail

E-mail created in the normal course of official business and retained as evidence of official policies, actions, decisions or transactions are records subject to records management requirements under the Arts and Cultural Affairs Law and specific program requirements.

Examples of messages sent by e-mail that typically *are records* include:

- policies and directives,
- correspondence or memoranda related to official business,
- work schedules and assignments,
- agendas and minutes of meetings,
- drafts of documents that are circulated for comment or approval,
- any document that initiates, authorizes, or completes a business transaction,
- final reports or recommendations.

Some examples of messages that *typically do not constitute records* are:

- personal messages and announcements,
- copies or extracts of documents distributed for convenience or reference,
- phone message slips,

- announcements of social events.

Record Retention

Records communicated using e-mail need to be identified, managed, protected, and retained as long as they are needed to meet operational, legal, audit, research or other requirements. Records needed to support program functions should be retained, managed, and accessible in existing filing system **outside the e-mail system** in accordance with the appropriate program unit's standard practices.

Records communicated via e-mail will be disposed of within the record keeping system in which they have been filed in accordance with a Records Disposition Authorization (RDA) approved by State Archives and Records Administration (SARA). Program managers should consult with the Agency Records Management Officer concerning RDAs applicable to their program's records.

Users should:

- dispose of copies of records in e-mail after they have been filed in a record keeping system;
- delete records of transitory or little value that are not normally retained in record keeping systems as evidence of agency activity.

Roles and Responsibilities

Agency executive management will insure that policies are implemented by program unit management and unit supervisors. **Program unit managers and supervisors** will develop and/or publicize record keeping practices in their area of responsibility including the routing, format, and filing of records communicated via e-mail. They will train staff in appropriate use and be responsible for ensuring the security of physical devices, passwords, and proper usage.

Agency network administrators and internal control (and/or internal audit) staff are responsible for e-mail security, backup, and disaster recovery.

All e-mail users should:

- Be courteous and follow accepted standards of etiquette.
- Protect others' privacy and confidentiality.
- Consider organizational access before sending, filing, or destroying e-mail messages.
- Protect their passwords.
- Remove personal messages, transient records, and reference copies in a timely manner.
- Comply with agency and unit policies, procedures, and standards.

Policy Review and Update

The _____ or designee will periodically review and update this policy as new technologies and organizational changes are planned and implemented. Questions concerning this policy should be directed to _____.

[Return to IRM Home Page](#)

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Electronic Mail Acceptable Use Policy *for Connecticut*

State Government - Version 1.5

Last Revised: **July 29, 1999** (Policy Effective as of July 27, 1999)

[Introduction](#) | [Purpose](#) | [Scope](#) | [Authority](#) | [Records Management](#) | [Agency Responsibilities](#) | [User Responsibilities](#) | [Acceptable](#) | [Unacceptable](#) | [Security](#) | [Privacy](#)

RECEIVED By**OCT - 6 1999**

Introduction

Legislative Research Services

Electronic mail (E-mail) refers to the electronic transfer of information typically in the form of electronic messages, memoranda, and attached documents from a sending party to one or more receiving parties via an intermediate telecommunications system. Stated differently, electronic mail is a means of sending messages between computers using a computer network. Electronic mail services, as defined in this policy, not only consist of the use of state-provided electronic mail systems but also the act of sending and/or receiving electronic mail across the Internet.

As with any state-provided resource, the use of electronic mail services should be dedicated to legitimate state business and is governed by rules of conduct similar to those applicable to the use of other information technology resources. Use of electronic mail services is a privilege, which imposes certain responsibilities and obligations on state users and is subject to state government policies and local, state, and federal laws.

Acceptable use must be legal, ethical, reflect honesty, and show restraint in the consumption of shared resources.

The user should not violate intellectual property rights, information ownership rights, system security mechanisms, and should not use electronic mail to intimidate, harass or annoy.

Purpose

The purpose of this "Electronic Mail Acceptable Use Policy" is to establish guidelines and minimum requirements governing the acceptable use of state-provided electronic mail (e-mail) services. By establishing and maintaining compliance with this policy, risks and costs to agencies can be minimized while the valuable potential of this communication tool can be maximized.

The objectives of this policy are to:

- ensure that the use of state-provided electronic mail services is related to, or for the benefit of, state government;
- inform users that electronic mail messages and documents are subject to the same

laws, regulations, policies, and other requirements as information communicated in other written forms and formats;

- minimize disruptions to state government activities from inappropriate use of state-provided electronic mail services; and
- provide users with guidelines describing their personal responsibilities regarding confidentiality, privacy, and acceptable use of state-provided electronic mail services as defined by this policy.

Scope

This policy applies to any person(s) and/or contractor(s) (hereinafter referred to as "users") whose access to or use of electronic mail services is funded by the State or is available through equipment owned or leased by the State.

Authority

The Department of Information Technology (DOIT) is responsible for administering policies and procedures for the use of communications facilities and services by state government, and ensuring compliance with applicable laws and regulations. This policy has been developed to make users aware of acceptable uses of state electronic mail services and of prohibited or unacceptable uses. Final authority for the "Electronic Mail Acceptable Use Policy" lies with the Chief Information Officer of the Department of Information Technology (please see Public Act 97-9, June 18th Special Session).

Electronic Mail and Records Management

Please refer to "Electronic & Voice Mail Management and Retention Guide *for State and Municipal Government Agencies*" (revision of GL 95-1) at <http://www.cslib.org/email.htm>.

Agency Responsibilities

All branches of government, including Executive, Judicial and Legislative, are responsible for the electronic mail activities of their users. State agencies have the responsibility to ensure that state-provided electronic mail services are used for internal and external communications which serve legitimate government functions and purposes. Managerial authority over electronic mail services should be defined, and user training programs provided which address electronic mail usage and policies.

Agencies may consider providing additional restrictions and guidelines regarding the use of electronic mail within their local environments. In considering the need for additional restrictions and guidelines, each agency may take into account its particular needs, mission, available technology, level of staff training, size, geographic diversity, and organizational culture.

User Responsibilities

Electronic mail is not private communication. All information transmitted via the State's Internet/electronic mail system(s) can be reviewed at any time. Electronic mail communications may best be regarded as a postcard rather than as a sealed letter. Disclosure may occur intentionally or inadvertently when an unauthorized user gains access to electronic messages. Disclosure may also occur when electronic mail messages are forwarded to unauthorized users, directed to the wrong recipient, or printed in a common area where others can read them.

Because of the various security, legal, and productivity issues referenced in this policy, each user has the following responsibilities:

- As an electronic mail participant, each user must comply with this "Electronic Mail Acceptable Use Policy." By participating in the use of networks and systems provided by the State, users agree to comply with state and agency policies governing their usage.
- The content of anything exchanged (sent and/or received) via electronic mail communications must be appropriate and consistent with agency policy, subject to the same restrictions as any other correspondence.
- Electronic mail communications, if allowed to accumulate on a server, can quickly consume the server's disk space and may cause system problems. Although deletion of unnecessary email communications is encouraged, users should refer to an approved record retention schedule for proper procedure regarding disposition of electronic mail communications.
- Comply with state and agency policies, procedures, and standards.
- Be courteous and follow accepted standards of etiquette.
- Protect others' privacy and confidentiality.
- Be responsible for the use of their electronic mail accounts.
- Use information technology resources efficiently and productively.

Acceptable Use

Acceptable electronic mail activities are those that conform to the purpose, goals, and mission of the agency and to each user's job duties and responsibilities. The following list, although not all-inclusive, provides some examples of acceptable uses:

- Communications, including information exchange, for professional development or to maintain job knowledge or skills;
- Use in applying for or administering grants or contracts for state government research programs or work-related applications;
- Communications with other state agencies and business partners of state agencies providing document delivery or transferring working documents/drafts for comment;
- Announcements of state laws, procedures, hearings, policies, services, or activities;
- Use involving research and information gathering in support of advisory, standards, analysis, and professional development activities related to the user's state governmental duties; and
- Communications and information exchanges directly relating to the mission,

charter, and work tasks of the agency including electronic mail in direct support of work-related functions or collaborative projects.

This policy also incorporates by reference, the "Acceptable Use Policy for Telecommunication Network (CNET)" at <http://www.state.ct.us/cmac/policies/aup.htm>

Unacceptable Use

Unacceptable use can be defined generally as activities that do not conform to the purpose, goals, and mission of the agency and to each user's job duties and responsibilities. Any electronic mail usage in which acceptable use is questionable should be avoided. When in doubt, seek policy clarification prior to pursuing the activity.

Security Implications

Users should take all reasonable precautions, to prevent the use of their electronic mail account by unauthorized individuals.

Transmission of electronic mail to locations outside of the agency's local area network may require the use of the Internet for transport. Since the Internet and its tools adhere to open and documented standards and specifications, it is inherently an unsecured network that has no built-in security controls.

Although confidential and sensitive information should not be included in electronic mail communications unless proper, formalized security precautions have been established, certain electronic mail communications may be privileged or confidential. It is the responsibility of each state agency to protect confidential and sensitive information where intentional, inappropriate, or accidental disclosure of the information might expose the State or an individual to loss or harm.

No Presumption of Privacy

Electronic mail messages are not personal and private. The State reserves the right to monitor (please see Public Act 98-142) and/or log all electronic mail communications without notice. Therefore, users should have no expectation of privacy in the use of these resources.

This policy is based on the "State of Tennessee's Electronic Mail Acceptable Use Policy" dated August 1, 1997. The State of Connecticut gratefully acknowledges their permission and assistance in the development of this policy.

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STATE of ARIZONA

Government Information Technology Agency	POLICY P0401, Rev 0	TITLE: <u>Statewide E-Mail Use Policy</u> Date Effective: 1/13/1999 OWNER: <u>Director GITA</u>
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Reviewed by: John Abretske, Policy Task Group Chair/ date Approved by: John B. Kelly , State CIO/ date

RECEIVED By

OCT - 6 1999

Legislative Research Services

1. Summary of Policy Change

1. Initial Implementation - The purpose of state provided information technology (IT) resources, including E-mail, is to support state agencies in achieving their mission and goals, and to improve state government in general. These resources are intended to assist in the efficient and effective day to day operations of state agencies, branches of government and others.
2. E-mail allows work to be done more quickly and easily, but it does not allow conduct, that is in any way, short of full compliance with the public records law of the State, laws requiring non-discriminatory and non-harassing communication, and standards of professional conduct.
3. E-mail is a medium that mixes business records and transitory or non-business messages. In the absence of good records management this can lead to two adverse results:
 1. Destruction of messages that are records creates agency risk through inability to access information for business purposes or open records requests.
 2. Failure to routinely delete transitory messages clogs information systems, strains storage resources, and creates agency liability risks.
4. Sound management practices require:
 1. Agencies have in place policies to assist E-mail users to meet business needs for retaining and disposing of messages.
 2. End users be adequately informed of records retention policies and trained in the use of E-mail technology.
 3. Agencies have in place an audit procedure to ensure compliance with the established E-mail Use Policy.

2. Purpose

1. This policy sets forth the parameters for the proper use, preservation, disclosure and disposition of electronic mail within the State of Arizona.
 2. Each agency shall establish and distribute its own E-mail policy, based on the programmatic and technical environment of the agency, as well as on this statewide policy.
 3. This statewide policy will provide a foundation for the development of individual agency policies.
- 3. Scope**
1. This policy applies to all budget units.
- 4. Evidence of Compliance**
1. The following will demonstrate compliance with this policy:
 1. Agency E-mail Policy Statement - As a minimum, the policy may be a statement that the agency intends to comply with the Statewide E-mail Use Policy.
 2. Signed User Consent Forms
 3. Agency Policies and Procedures.
 4. Agency Audit, Compliance and Enforcement Procedures.
 5. End User Training.
- 5. Responsibilities**
1. The following have responsibilities under this policy:
 1. GITA - To develop a statewide E-mail Use Policy providing minimum requirements and suggested guidelines for state agency E-mail policy content to promote consistent statewide E-mail usage.
 2. Agency Director - To develop formal agency E-mail policies and procedures consistent with the statewide policy, and agency specific policies and business needs. These policies and procedures may be developed as stand-alone documents or be combined with other agency policies, but shall comply with the minimum requirements of the statewide policy. Consistent with these policies, the agency director or designee, is responsible for:
 - A. Training and assisting users in the management of agency records;
 - B. Creating and distributing E-mail records policies appropriate to the agency's business needs; and
 - C. For providing the technological means for implementing those policies.
 - D. For providing the means for auditing and enforcing these procedures.
 3. E-mail User - To follow all agency E-mail policies and procedures.

Users are responsible for managing E-mail messages and for properly identifying, classifying, retaining, and disposing of messages, consistent with records management laws and policies.

6. Definitions and Abbreviations
1. Definitions

1. **Agency** - As used in this policy, **agency** refers to any budget unit, as defined in ARS 41-3501.
 2. **Agency Director** - That person responsible for the fulfillment of the agency charter.
 3. **Budget Unit** - An organizational element of the state as defined by A.R.S. 41-3501.
 4. **Record** - As used in this policy, record is defined in A.R.S. 41-1350.
 5. **E-mail User** - As used in this policy, E-mail User refers to an agency employee, contract employee or other agency authorized person who accesses E-mail through the use of state/agency owned/controlled computer equipment.
2. **Abbreviations and Acronyms**
1. **GITA** - Government Information Technology Agency, as established by ARS 41-3501 et. seq.

7. POLICY/Agency Policy Requirements

1. **Purpose** - This policy sets forth the parameters for the proper use, preservation, disclosure and disposition of electronic mail.
2. **Scope** -E-mail is a communications tool that, when made available to state employees, is provided for performance of their duties. Its use should be limited to legitimate state business and managed by rules of conduct applicable to any other information technology resource. This document addresses policy, based on State law, concerning the use of electronic mail with special emphasis on records-related issues.
3. **Summary** - Some E-mail messages are records and others are not.
 1. When an E-mail message is a record, then the E-mail message and related transmission and receipt data shall be retained in accordance with State statutes and approved records disposition schedules for the applicable record series.
 2. E-mail messages of only transitory value need not be saved.
 3. Agency management is responsible for creating and distributing E-mail records policies, appropriate to the agency's business needs and for implementing those policies, including training.
 4. End users are responsible for managing E-mail messages they receive and properly identifying, classifying, retaining, and disposing of messages, in accordance with statewide and agency policies, as well as the technical means at their disposal.
4. **General Policy Statement** - The purpose of E-mail is to provide expeditious communication among agency employees and state employees generally, similar to oral conversation and voice mail. E-mail may be used to facilitate routine matters such as scheduling meetings and conference calls; notification of legal and policy issues to be resolved in more formal communication; requests for information; or directives to complete tasks; and notification of

employees' whereabouts (e.g., vacations, conference, out-of-office). Routine E-mail, of transitory value, may be deleted after the appropriate action is taken. No paper or computer record need be preserved unless the communication is subject to retention under Section 7.9 of this policy.

1. Creation of a **transitory message** in E-mail and creation of a **record**, are entirely different matters for records retention and deletion.
2. E-mail communications may be records. Any E-mail communication that meets the definition of a record under A.R.S § 41-1350, shall be preserved in accordance with Section 7.9 of this policy.
3. Privileged documents (e.g., confidential information, executive privileged communication, privileged work product, attorney-client privileged communications) may **only** be created or transmitted in compliance with agency policy regarding privileged and confidential communication.

5. Security

1. **E-mail is not secure.** E-mail transmitted inside the agency is more secure than E-mail transmitted to state agencies on the Multiple Agency Network (MAGNET), and far more secure than E-mail transmitted via the Internet.
2. The agency may establish additional levels of security. This may range from password protection to authentication and encryption.

6. No Privacy in E-mail

1. **Employees using E-mail shall have no expectation of privacy related to the use of this technology.**

7. Ownership - Property of the Agency and the State of Arizona

1. Agency E-mail systems are the property of the agency and the State of Arizona. All messages created in the system belong to the State, not employees, vendors or customers.
2. E-mail is an information technology/computer service and is the property of the agency and the State. The agency reserves the right to monitor E-mail use by any user at any time.

8. Guidelines for Use of E-mail

1. E-mail should be used for matters that pertain directly to agency business and the business of the State of Arizona.
2. E-mail communications shall be professional in content; appropriate to a government agency; in compliance with agency and statewide policy; and consistent with other agency policies and procedures.
3. Agency work rules governing use of State property, record keeping and communications with others, apply to the use of E-mail. Users should never send an E-mail communication they would not feel comfortable communicating face-to-face or over the phone.
4. No E-mail communications shall be created or sent that might constitute discriminatory, harassing, intimidating, hostile or offensive communications on the basis of gender, race, color, national origin, sexual orientation, disability, or other grounds.

5. Employees shall not read the E-mail of another employee without a legitimate business purpose consistent with the agency's policies and business communications practice.
6. No employee shall send E-mail under another person's name without that person's authorization, and the sender shall indicate their identity in the message.
7. Employees shall follow all security policies of the agency.
8. In general, employees shall be expected to use reasonable judgement in the performance of their duties and failure to do so may subject them to discipline consistent with the policies of the agency.
9. **Examples of Unacceptable Use**
 - A. E-mail shall not be used for personal business or personal gain.
 - B. E-mail shall not be used for soliciting.
 - C. E-mail shall not be used for political campaigning.
 - D. E-mail shall not be used for unethical, illegal, unprofessional or disruptive activities.
 - E. E-mail shall not be used for any activity that would jeopardize the legitimate interests of the State or the citizens of the State of Arizona.
9. **E-mail Records Retention and Disposition** - E-mail communications shall be preserved pursuant to this policy, the agency Records Retention and Disposition Schedule and the State schedule for E-mail.
 1. Employees who transmit E-mail shall determine whether to preserve or delete the E-mail communication, as follows:
 - A. Routine E-mail, communications of a transitory value such as those described in Section 7.4 of this policy may be deleted after being read and after the required action is taken, subject to the limitations set forth in Paragraph C of this subsection.
 - B. Communication that meets the definition of a record under A.R.S § 41-1350, transmitted inside the agency, or received from outside the agency, through the E-mail system, shall be printed and preserved in the appropriate file, in permanent paper format or preserved, unedited, in the E-mail system without printing. With every communication that qualifies as a record under A.R.S. § 41-1350 the sender shall, (if the E-mail system allows), ensure that:

1. the time and date the message was sent and received;
2. the complete sender and receiver identification, and;
3. the complete message,

are all either printed out, and preserved in the hardcopy file, or preserved in an electronic archive.

- A. Communications subject to an existing public records request, or to formal discovery in ongoing litigation, will be preserved in the appropriate file or the E-mail system.

1. E-mail systems, will be backed up regularly. Agency guidelines for E-mail data back-ups and deletion are incorporated into this policy under the **E-mail Administrator's Guidelines as Attachment - C**. The E-mail data backup will be deleted pursuant to the Department of Library, Archives and Public Records' approved Records Disposition Schedule for the agency.
2. Periodic record of E-mail system address books and distribution lists will be retained pursuant to the Department of Library, Archives and Public Records' approved Records Disposition Schedule for the agency.

1. E-mail Training and Auditing

1. The agency, shall, at least once per year, provide all employees with education regarding E-mail use policies. New employees shall not be granted access to the E-mail system until they have received training.
2. The agency, shall, at least once per year, perform a documented audit of employee E-mail use.
 - A. The audit shall, at a minimum, include review of E-mail messages transmitted and received by a reasonable percentage of agency employees, to be determined by the agency director. However, supervisors may access E-mail, at any time, to ensure compliance with this policy.
 - B. Guidelines for audit protocol are incorporated in this policy as **Attachment - D**. The audit shall be documented and records shall be retained in accordance with the Department of Library, Archives and Public Records' approved Records Disposition Schedule for the agency.
 - C. Agency employees with questions regarding records retention should contact their supervisor and A.R.S. § 41-1347, 41-1350, and 39-121.01(B).

2. Regulation & Enforcement - Agency directors (or their designee) shall be responsible for agency compliance with the provisions of this policy and for investigating suspected non-compliance. If in doubt, E-mail users should seek policy clarification from an appropriate agency supervisory authority.

1. **Consent - All state employees with access to the E-mail must acknowledge and consent that all network activity is the property of the State of Arizona, and therefore should not consider any E-mail activity to be private.**
 - A. A signed consent form is the recommended. Agencies may determine the method of distribution and maintaining these forms, consistent with agency policy.
 - B. As a minimum, anyone with E-mail access, must acknowledge and consent to state possession of, and access to, all network activity. A sample consent form is incorporated in this policy as **Attachment - A**.

1. References**1. Developmental References**

1. A.R.S. 39-121.01(B) Copies, Printouts or Photographs of Public Records
2. A.R.S. 41-1347 Preservation of Public Records
3. A.R.S. 41-1350 Definition of Records
4. A.R.S. 41-3501 Definitions

2. Replaced References

1. None

2. Attachments

1. Sample Consent Form - Attachment - A
2. E-Mail User's Guidelines - Attachment - B
3. E-Mail Administrator's Guidelines - Attachment - C
4. E-Mail Audit Guidelines - Attachment - D

Attachment - A**SAMPLE****E-Mail Use Policy****CONSENT FORM**

I, _____, have read and understand the E-mail Use Policy for _____ (Agency Name) _____. I agree to comply with all terms and conditions of this policy.

I understand and agree that all network and information systems activity, conducted with state/agency resources, is the property of the _____ (Agency Name) _____ and the State of Arizona.

I understand that _____ (Agency Name) _____ reserves the right to monitor and log all network activity, including E-mail, with or without notice. I have no expectation of privacy in the use of these resources.

Signed: _____

Date: _____

LIABILITY

_____(Agency Name)_____ makes no warranties of any kind, whether express or implied, for the use of the E-mail system or electronic information resources. Additionally, _____(Agency Name)_____ is not responsible for any damages, whatsoever, that employees may suffer arising from or are related to use of E-mail or electronic information resources.

Attachment - B

E-Mail User's Guidelines

What can I use electronic mail for?

E-mail is a communications tool and should be used for matters that pertain directly to agency business and the business of the State of Arizona. The purpose of E-mail is to provide expeditious communication among agency employees and state employees in general.

E-mail may be used to facilitate routine matters such as scheduling meetings and conference calls, policy notices, requests for information or directives to complete tasks, and notification of employees' whereabouts. Incidental purposes may include announcing work-related social events, or contacting others about work-related transportation, work hours, and so on.

You should not send any E-mail communication that you would not feel comfortable communicating face-to-face or over the phone.

Use good judgment when communicating via E-mail. *A good rule of thumb is to send only messages you would be comfortable with if seen by someone other than the intended receiver.*

Are my E-mail system and my e-messages private?

No, employees should have no expectation of privacy related to the use of E-mail technology. The state owns both the computer and the E-mail system. Usually, only you and your correspondent will see a message. Your correspondent, however, may share your message with others without your knowledge. Your message may again be forwarded to any number of people. As a result, a message you intended for one person may be the subject of general distribution.

Remember the state owns the E-mail system. All messages created in the system belong to the state as well. Appropriate supervisors have the right to inspect *any* E-mail message to insure compliance with established policy. The agency reserves the right to monitor use by any user at any time.

Employees should not read the E-mail of another unless a legitimate business purpose exists for obtaining access to the communication of that employee. This is simple business courtesy and should be followed consistent with agency policies and business communications practice.

Is E-mail communication secure?

E-mail should not be considered a secure method of communication. The agency may establish levels of security, however, confidential information should not be transmitted via E-mail. Any privileged or confidential communication should only be created or transmitted in compliance with agency policy.

You are expected to follow all security policies of the state and agency, including those relating to E-mail.

How can I tell what to delete and what to save?

Some E-mail messages are records and others are not. When an E-mail message is a record, then the E-mail message and related transmission and receipt data should be retained. E-mail messages of only transitory value do not need to be saved. As a guideline, consider what you would do if the message was standard/paper correspondence. *The content of the message, not the medium, determines whether and how long you save it.* Paper messages or notes you make about phone calls, post-its from colleagues, bulletins about agency social or recreational events, routine information requests, and so on are typically thrown away. E-mail messages on these topics should be deleted when you have acted on them. If you would save and file a message transmitted on paper, you should also save and file it if it is transmitted via E-mail. Each agency has a Department of Library and Archives approved Records Disposition Schedule. E-mails can be public records just like paper messages. If you have a question about records retention you should consult your supervisor.

How can I save E-mail agency business records that should be kept?

E-mail systems and their storage capabilities vary. Check with you supervisor and/or E-mail system administrator to determine if your agency has any limitations or organizational requirements. To retain records and keep them accessible, it's a good idea to create a set of E-mail folders that mirrors your paper filing system. Your agency *may* set up shared folders or other means to help you file E-mails. Records can come in a variety of media today and it's not always easy to keep together all materials on a subject or case. Your agency may adopt procedures for addressing this problem, such as printing out E-mail messages and filing them with related paper documents. Once an E-mail message, including its routing information, has been saved in another system, it may be deleted from the E-mail system.

Am I required to save every E-mail message that might be a useful business record, even when it's been sent to multiple people?

Check with your supervisor and/or E-mail system administrator to see if your agency has a policy on dealing with duplicate E-mails. If there is no policy, use your best judgment on what to save just as you would with paper duplicates. If you sent a message or if you acted on a received message in the course of your work, you should save and file it for potential retrieval. If its value to you was incidental or transitory, you do not need to save it.

What are some examples of E-mail messages that should be saved or deleted from the system?

Agency work rules governing the use of State property, record keeping and communications apply to the use of E-mail. Here are a few general examples:

- If you invite coworkers to a business meeting then the messages should be deleted as soon as they are not needed. They are business records of only limited, transitory, administrative value.
- Once you've responded to a request for a publication or routine information from an agency customer, delete the message. However, if an E-mail requires that you write a letter applying an agency policy to specific circumstances, you should save both the request and your reply.
- E-mail discussions with your colleagues on how to deal with an issue or case are part of the public record and should be saved. Typically the person in charge of an issue, project, or case will retain all the communications and the rest of the participants may delete them.
- E-mail messages between you and a supervisor about a memo you are drafting for his/her signature and the various drafts of the memo itself do not need to be saved. The supervisor should save a copy of the final signed memo.

Any final tips on using E-mail?

- Keep messages brief and to the point. Format messages for easy reading – use a specific subject heading, make your main point in the first paragraph, keep sentences and paragraphs short, and use paragraph headings in longer messages. Avoid the use of all caps.
- Reread your mail for spelling, grammar, content, and tone before you send it. A message can be softened by beginning with the person's first name ("John, I have some corrections for your report...") and ending with a "thank you". Avoid inappropriate informality – think of a business E-mail message as a memo.
- Don't make remarks about someone that you wouldn't want that person to see. Avoid abusive, offensive, or other inappropriate language. Remember that a "private" E-mail message can easily "go public."
- No E-mail communications shall be created or sent that might constitute discriminatory, harassing, intimidating, hostile or offensive communications on the basis of gender, race, color, national origin, sexual orientation, disability, or other grounds.
- Distribute messages only to selected staff with a need to know. Don't overuse "reply all."
- Don't distribute chain letters or jokes to multiple receivers. Avoid creating unnecessary E-mail management problems for your coworkers.
- Don't distribute non-business attachments or executables, such as electronic greeting cards, video clips and animated graphics. These consume resources and pose a security risk.
- No employee shall send E-mail under another person's name without that person's authorization, and the sender shall indicate their identity in the message.

Examples of Unacceptable Use

- E-mail shall not be used for personal business or personal gain.
- E-mail shall not be used for soliciting.
- E-mail shall not be used for political campaigning.
- E-mail shall not be used for unethical, illegal, unprofessional or disruptive activities.
- E-mail shall not be used for any activity that would jeopardize the legitimate interests of the State or the citizens of the State of Arizona.

Attachment - C**E-Mail Administrator's Guidelines****I. What is E-mail? ***

A. E-mail as an "official" record *

B. What do I do if I know or suspect a violation of E-mail policy or of the law? *

C. Does all E-mail need to be retained? *

D. What are the documentation requirements? *

II. How do I preserve E-mail? *

A. How do I make E-mail accessible? *

B. How should E-mail be stored? *

C. What e-mail features must be retained? *

D. Are there any security concerns? *

E. Where can I find retention and disposition information? *

F. How should E-mail be backed up? *

G. How can I ensure that all agency employees are aware of the E-mail retention program? *

H. How do you preserve retained E-mail records? *

Note that for clarity in this guideline, record (underlined) indicates record as defined by A.R.S. § 41-1350 while use of record will mean a record in any commonly used sense of the word.

Arizona's records laws offers challenges to maintaining E-mail in part because E-mail documents are both informal and efficient. Most E-mail users prefer to reduce or eliminate the handling, filing and archiving tasks often associated with hard copy. Given the differences in how E-mail and hard copy are used, many E-mail users do not have systems in place for periodically reviewing, storing or deleting E-mail. However, **E-mail records must be dealt with in the same way as their equivalent hard-copy records.** The originator of an E-mail message is the record copy holder, just as the creator of a paper document is the record copy holder, while E-mail received from others in the course of business may also constitute a record under the law.

State of Arizona records management policies do not distinguish among media with regard to the definition of records (as defined by A.R.S. § 41-1350). So E-mail records are subject to these policies and, in particular, such records are subject to state approved retention and disposition schedules which distinguishes among different categories of records, from the transient to the archival. Basically the content and not the medium determines the treatment of the message.

The E-mail User Guidelines serve as a minimum E-mail user policy and should be expanded by each agency to include agency specific policy regarding such matters as Agency records retention methods, schedules and archiving policy.

I. What is E-mail?

Electronic mail or E-mail is an information transfer system that utilizes computers and other electronic devices for sending and receiving messages. E-mail is used by many state agencies as an effective form of communication which, in some instances, replaces telephone calls and printed memos. Because E-mail is frequently used to conduct state government business, it is critical that records managers develop policies and procedures that ensure records created or received on E-mail systems are managed according to Arizona's records laws.

Confidential messages should never be sent electronically for two reasons:

1. messages can get sent to the wrong addressee; and
2. E-mail should always be used with the assumption that messages will be read by someone other than the intended recipient.

A. E-mail as an "official" record

E-mail, regardless whether created, received, or stored on State equipment, may constitute a record (as defined by A.R.S. § 41-1350); may be a public record subject to disclosure under the Arizona Public Records Law (A.R.S. §39-121); or may also be subject to disclosure or access under other laws or as a result of litigation.

Public records are much more broadly defined than records and may be considered to include, in certain circumstances, any information including all E-mail produced or received on State provided systems. Public records, including E-mail, may be subject to disclosure under state public records law; or other applicable law, including by subpoena.

B. What do I do if I know or suspect a violation of E-mail policy or of the law?

Suspected or known violations of policy or law should be confidentially reported to the appropriate supervisory level for the operational unit in which the violation occurs. Violations will be processed by the appropriate Agency authorities and/or law enforcement agencies. Violations may result in revocation of E-mail service privileges; disciplinary action up to and including

dismissal; referral to law enforcement agencies; or other legal action.

C. Does all E-mail need to be retained?

E-mail records can be deleted after they have been retained for the correct time period as determined by the Agency's state approved retention schedules. The Agency originator or receiver is responsible for retaining the record copy of E-mail records under the records retention schedules approved for the Agency by the state.

A record that is stored and accessible is potentially a public record that may need to be produced upon request. A systematic deletion program not only eliminates obsolete documents from the file, but also saves resources by not indefinitely and unnecessarily storing information beyond appropriate time lines.

Forwarded mail is not considered a valid record as the contents are subject to manipulation. If a forwarded document is a record that must be retained, then the receiver must contact the original sender and have the message sent directly to the receiver.

Remember that in accordance with Arizona law, Agency business documents created or received on E-mail must be saved for the same length of time as their hard copy equivalents. There are two ways to comply with this:

1. Print the E-mail (with all transmission, receipt information, and attachments - see *What features of E-mail need to be retained?* below) and store the hard copy in the relevant subject matter file as one would any other hard-copy communication. Printing E-mail permits the user to keep all information on a particular subject matter in one central location, enhancing its historical and archival value. The user must also determine if incoming E-mail is a record and must also be printed and retained before being deleted from the users' electronic E-mail system.
2. Electronically store the user's record E-mail according to the conventions of the user's E-mail system and retain it electronically pursuant to Agency policy.

A. What are the documentation requirements?

Because records may be created or received via an E-mail system, each agency using an E-mail system or service should provide, or have provided, records management training and guidance for employees that includes criteria for determining which E-mail messages are records.

I. How do I preserve E-mail?

Several issues should be addressed when developing an E-mail retention program. E-mail systems in different agencies have a wide range of capabilities and characteristics. In order to determine what will ensure the most accurate, complete, and practical method of managing records transmitted by E-mail, agencies need to develop procedures that fit their specific situations. Understanding the capabilities of an agency's E-mail system is a prerequisite to determining how the records will be identified, organized and stored. An agency's LAN administrator is the best reference for understanding agency E-mail software and can suggest possible options for E-mail retention.

A. How do I make E-mail accessible?

Agency staffs need to be aware that requests for access to non-confidential E-mail must be treated in the same manner as requests for other public records. The difficulty of retrieval is not a legitimate reason to deny access, so throughout the required retention period, it is in the interest of all concerned that E-mail records remain reasonably accessible.

Every effort should be made to systematically file E-mail records for convenient retrieval following standardized filing rules within the agency. Electronic mail files should be indexed in an organized and consistent pattern, and reflect the way the files will be used and referenced. For example, correspondence is often indexed by one or more of the following: the date sent or received, the name of the sender or recipient, and/or by subject. If the correspondence is related to a particular type of record, such as a personnel file, the primary index point will be what is used for that file (the name and/or social security number of the employee). E-mail records maintained electronically have the potential advantage of supplying multiple access or index points.

B. How should E-mail be stored?

Many computer systems have storage limitations, so that only 60 to 90 days of messages may be stored before operational problems are experienced. E-mail records that must be maintained in electronic format past that time can be downloaded to some other magnetic storage medium, such as hard disk, tape, diskette or optical disks. The retention period for the particular series is the best indicator of which storage media to choose.

Agencies that do not have the technical capability to maintain E-mail records for the full retention period in an electronic format should create a hard copy

printout of their E-mail records. But agencies with computers capable of maintaining E-mail records in an electronic format for the required retention may also decide that current agency use is best served by printing E-mail records to paper.

State law requires that if an E-mail system is not designed for or adaptable to use as a records keeping system, the E-mail records must be copied or moved to an appropriate records keeping system for maintenance. Agencies may use off-line electronic storage formats (optical disk, magnetic tape, etc.) for an E-mail records keeping system which will permit transfer of permanent records to the agency's archives in a media appropriate for permanent preservation [they may print the E-mail, along with transmission and receipt data, to paper or computer output microform (COM)].

Records managers should be aware that recent federal court decisions in the case of *Armstrong v. the Executive Office of the President* has raised questions about the adequacy of using paper printouts of E-mail as the record. The court ruled that in the particular situation involving E-mail created by the Reagan and Bush White House on the PROFS system, the paper printout was not adequate for preserving E-mail records because fundamental pieces of information were omitted on the printout that were an integral part of the electronic records, such as the identity of the sender and/or recipient and the time of receipt. If a hard copy printout of E-mail is to be preserved as the record, it is essential that procedures be implemented for routinely printing E-mail records, including all transmission and receipt data in the system, and filing the printouts in the normal course of business.

Agencies should develop a naming convention for E-mail files which allow for filing messages to and from a single agency into a designated E-mail folder. A single system is easier to learn and allows for all mail from an agency to another, regardless of recipient, to be retained and accessed through a single file name.

C. What E-mail features must be retained?

Any email system messages, logs and records that are subject to all records requirements described above should be retained with all available features of E-mail systems including:

- ◆ messages,
- ◆ calendars,
- ◆ directories,
- ◆ distribution lists,
- ◆ attachments such as word processing documents, and
- ◆ messages sent or received over external communications systems such as the Internet.

Agencies must find a method to ensure the unaltered integrity of the records.

The following are components which must be included in the retention and disposition schedule where applicable to E-mail systems and services (when E-mail records are maintained in electronic format):

1. The name of the records keeping system. List both the formal name and any "code" names or acronyms.
2. The hardware upon which the system resides. Include the name of the manufacturer (s) and the equipment model(s) used, the CPU employed and the storage devices holding the software and the data.
3. The operating system used. The specific name and version of the operating system.
4. The User interface employed. This is required when the user interface is NOT an integral part of the operating system.
5. The applications software used. Include software name and version and any customization to the application including the vendor providing the customization and the version employed. Indicate if the application was developed internally, and the location of the system documentation.
6. The external environment interface employed including details on any external environment interface used including version. The external environment the system connected to including who uses or has access to that environment.
7. The purging criteria, including when is a record purged, what part of the record is purged and how is purging accomplished.
8. Reports or other internal documents output from the system. These may be in either paper, computer output microform (COM) or other media. Specific retention periods of these reports or internal documents shall also be listed.

A. Are there any security concerns?

E-mail users and operators must follow sound professional practices in providing for the security of E-mail records, data, applications programs, and systems programs under their jurisdiction. Security measures should be taken to protect E-mail records from unauthorized alterations or deletions.

B. Where can I find retention and disposition information?

Each agency should have a specific retention schedule covering the unique records it produces. E-mail records are correspondence and should be retained for the same period as their paper counterparts. Agency records, including E-mail records, may not be deleted or otherwise destroyed without the authority of an approved records retention schedule describing the records and their disposition.

C. How should E-mail be backed up?

Agencies should regularly back up messages stored on-line to off-line media to guard against system failures or inadvertent erasures. Procedures for backing up electronic mail systems should be coordinated with the destruction of E-mail records so that no copies are maintained after the retention period has ended.

D. How can I ensure that all agency employees are aware of the E-mail retention program?

Agencies are responsible for ensuring that employees are familiar with the legal requirements for creation, maintenance, and disposition of records on E-mail systems. Because records may be created or received via an E-mail system, each agency using electronic mail should provide records management training and guidance for employees that includes criteria for determining which E-mail messages must be retained. Records management officers and records custodians should emphasize to users that electronic mail is a record subject to retention. As such, standards of personal and professional courtesy and conduct should be defined.

As public employees, everyone has an obligation to apply the appropriate retention to E-mail sent and received and to provide access to E-mail in compliance with public records law.

Under state law E-mail records may not be deleted or otherwise disposed of without proper authority. Disposition authority for all records comes from the state (A.R.S. section 41-1347 and 41-1351) through each Agency's records management and archives manager. Each agency will have an approved general records retention and disposition schedule that will include email.

E. How do you preserve retained E-mail records?

Each agency should establish:

1. Standards for E-mail records identification and file organization.
2. Measures for protecting sensitive E-mail records stored electronically.
3. Procedures for file back-up.

Users and operators must guard against storage media deterioration and E-mail record inaccessibility due to hardware or software obsolescence. To eliminate these situations, users must make provision for future accessibility by:

1. Migrating all E-mail records to the next generation of hardware or software; or
2. Migrating only current E-mail records to new hardware or software, or converting E-mail records not migrated to other media (e.g., optical disk, COM) for short term storage or to "eye readable form" (i.e., paper or microfilm) for long term storage and preservation.

Attachment - D

E-Mail Audit Guidelines

1. The Agency Director will determine an appropriate number of users to be audited and then the Agency Director or designee will select users for an Annual E-mail audit. It is suggested that these audits occur throughout the course of the year without being done in a predictable pattern.
2. One or more auditors will be designated. An auditor should have a full understanding of the Agency's E-mail use policy including what is a record to be retained, how that is determined and how it should be preserved. An auditor should also have an understanding of what the Agency considers to be appropriate and professional E-mail in terms of style and content. Ideally, the auditor should have some understanding of the technical side of the Agency's email system and what can and cannot be done with it to preserve records.
3. The auditor may review the E-mail with the user or remotely by contacting the administrator of the E-mail system to gain access to the E-mail of the employees to be audited. Review with the user present is preferred.
4. The auditor shall review all incoming and outgoing mail and any marked for deletion to ensure the mail complies with the Agency E-mail use policy. Of particular interest is whether the E-mail is being appropriately recorded according to Agency retention guidelines and that it is appropriate and professional in style and content.

5. The auditor will ensure confidential communications are not being sent by means contrary to Agency policy.
6. The auditor will ask each user to produce preserved E-mail in hard copy form or from any electronic E-mail archiving system in use to demonstrate that the user is properly and adequately preserving formal communications sent by E-mail.
7. Users not following the E-mail policy will be disciplined according to Agency policy.

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Section III After Announcement

2-8. Briefing the Work Force

a. The affected work force should be briefed immediately after or as part of the local announcement. This meeting should take place before any announcement is made to the general public. Appropriate question and answer (Q&A) pamphlets and other handouts should be provided to further advise the affected work center.

(1) At this meeting, advise the attendees of the exact scope of the study. This is done to inform all employees exactly where they stand in relation to the study '

(2) Since a great deal of study preparation requires input from the in-house staff, they will also be advised at this time on what information they will be required to submit to the CA team throughout the course of the study. Workforce input includes valid, up-to-date workload data to be used in the PWS and operational data, which will be used in performing the management study. Since much of the information is either procurement sensitive or important for the preparation of the in-house staff's competitive bid, affected employees should be strongly cautioned about talking with persons who have no official "need to know" or who could seriously compromise the fairness of the process.

b. At this meeting, the study team must make clear to the work force that there may be a change in the alignment of the activity, and some reorganization, regardless of whether it is decided to operate the function in-house, contract or IGS. Once the in-house staff realizes the benefits that can be achieved, they will be more likely to take an active interest in preparation of the study (especially in the case of the PWS and management study).

c. All members of the affected activity should be strongly encouraged to attend this briefing. Representatives from the installation commander's office, appropriate union offices, and other offices should also attend. The team leader must provide for all logistical support at these briefings. This includes adequate facilities, confirmation of the exact date and time; transportation for attendees, when required; and provision of appropriate Q&A's and other documents.

2-9. Work Force Involvement

The initial meeting with the affected work force, made immediately after the announcement of the CA study serves as the initial step in preparing this function for change. Affected personnel are advised by the study team at that time on the study's scope and what duties they will be expected to perform. You are required by law (10 USC 2467) to consult with the affected work force at least monthly throughout the course of the study and to consider their views on the development and preparation of the PWS and management study. You might also want to establish a "hot line" telephone number that can be used by affected staff to ask questions on the status of the study. Through the use of such a system, in-house staff can find out about the status of the study while maintaining anonymity. Information about this service should be published in

the post newspaper or special weekly newsletter developed especially to address CA issues and concerns. Also, you could develop suggestion boxes to allow individuals to provide input on how the study could be improved, and employee questionnaires (developed by qualified personnel) to gather appropriate ideas, comments, and suggestions relating to the CA study.

2-10. RIF Planning and Other Personnel Actions

a. Organizational changes. As stated earlier, the form and content of the organization undergoing a CA study will probably change, regardless of whether it results in a contract decision or an in-house decision. If it is determined that a function can be operated more economically through the use of a contractor, the changes will be obvious. But even if the cost comparison favors the in-house work force, significant changes will probably occur to bring the organization in line with the requirements of the most efficient organization (MEO). The greatest potential for savings in preparation of the in-house bid almost always relate to reductions in personnel costs. Therefore, it is vitally important that the CPAC members of the study team remain fully informed throughout the entire course of the study. These representatives have the responsibility of coordinating with the CPOC concerning RIF actions and providing suggestions regarding hiring actions that may arise while the function is under study. CPAC representatives are also extremely important in assisting affected personnel in reviewing and updating individual employee personnel files (201 Files).

(1) All RIF and RIF-planning actions should begin early in the study process and must be completed prior to implementation of the final decision. RIF-planning actions include position classification to determine the area the RIF will cover. An extremely important part of the RIF planning are the actions that go into RIFs. Planning actions include an assessment of possible conversion costs, as well as development of retraining, placement, and possible retirement estimates. RIF planning entails the development of mock-RIF schedules. This planning must be conducted so that the installation commander will know well in advance of the study's completion the amount of turmoil the decision may cause among the entire installation population and can estimate the amount of funds to allocate for retraining, placement, retirement, and severance pay.

(2) Timely completion of these steps will ensure that the conduct of any actual RIF actions will not be held up. This will help to minimize the amount of uneasiness among the entire installation work force, and will ensure that the final decision is implemented in a timely fashion.

b. Safeguarding documentation. It cannot be stressed too strongly that all RIF documentation must be safeguarded at all times to ensure that the rights of all affected parties are secured.

2-11. Summary of Chapter 2. Planning and Organizing the CA Study

a. You must determine the scope of your study and how it will be packaged as a function early in your planning stage.

SCOMM

122:39

Department of Administration FY00 Enacted Budget																
BRU Short Name	Comp Short Name	1002 Fed Rcpts	1009 Q/F Match	1004 Gen Fund	1006 GF/Prgrm	1007 VA Rcpts	1017 Ben Sys	1023 FICA Acct	1029 P/E Retire	1033 Surpl Prop	1034 Teach Ret	1037 GF/MH	1042 Jud Retire	1045 Nat Guard	1053 Invt Loss	1061 CIP Rcpts
Centralized Admin. Services	Office of the Commissioner			373.5		168.5										
Centralized Admin. Services	Tax Appeals			179.0												
Centralized Admin. Services	Administrative Services			550.8		983.7										
Centralized Admin. Services	DOA Info Technology Support					988.6										
Centralized Admin. Services	Finance			4,828.6		808.7										
Centralized Admin. Services	Personnel			1,903.4		201.1										75.5
Centralized Admin. Services	Labor Relations			911.4												
Centralized Admin. Services	AK Professional Develop Inat.															
Centralized Admin. Services	Purchasing			1,061.1												
Centralized Admin. Services	Property Management			41.1	456.0					397.8						
Centralized Admin. Services	Central Mail					1,280.5										
Centralized Admin. Services	Retirement and Benefits					1.2	2,643.3	90.9	4,016.4		1,636.5		24.7	87.3		
Centralized Admin. Services	Group Health Insurance						11,900.3									
Centralized Admin. Services	Unallocated Reduction			-665.8												
Centralized Admin. Services Total		0.0	0.0	9,182.9	456.0	4,412.3	14,543.6	90.9	4,016.4	397.8	1,636.5	0.0	24.7	87.3	0.0	75.5
Leases	Leases			23,370.0		10,427.6										
Leases	Lease Administration			375.4		115.6										
Leases Total		0.0	0.0	23,745.4	0.0	10,543.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
EPORS Benefits	EPORS			1,111.5												
EPORS Benefits Total		0.0	0.0	1,111.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Services	Information Services															
Information Services	Information Svc Fund Front Sec															
Information Services Total		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Public Communications Services	Public Broadcasting Commission			57.0												
Public Communications Services	Public Broadcasting - Radio			2,599.9												
Public Communications Services	Public Broadcasting - T.V.			794.0												
Public Communications Services	Satellite Infrastructure			560.3		200.0										
Public Communications Services	AK Rural Communications Svcs															
Public Communications Services	AIRRES Grant			76.0												
Public Communications Services Total		0.0	0.0	4,067.2	0.0	200.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Risk Management	Risk Management					22,405.0										
Risk Management Total		0.0	0.0	0.0	0.0	22,405.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Longevity Bonus	Longevity Bonus Grants			55,302.1												
Longevity Bonus Total		0.0	0.0	55,302.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Alaska Longevity Programs	Pioneers Homes			10,528.7	9,873.7	134.0						10,032.9				
Alaska Longevity Programs	Alaska Longevity Programs Mgmt			953.0		322.1						64.3				53.0
Alaska Longevity Programs Total		0.0	0.0	11,481.7	9,873.7	456.1	0.0	0.0	0.0	0.0	0.0	10,097.2	0.0	0.0	0.0	53.0
Senior Services	Protection, Comm Svcs, & Admin	1,315.2	269.8	1,202.0	10.4	1,060.9						259.7				0.2
Senior Services	Senior Services Grants															
Senior Services	Nutrition, Trans & Support Svc	3,850.0	644.4	1,010.9												
Senior Services	Senior Employment Services	1,659.3	198.3													
Senior Services	Home & Community Based Care			1,101.4								1,871.6				
Senior Services	Senior Residential Services			1,015.0												
Senior Services	Home Health Services		52.0	1,578.3		105.7										
Senior Services	Citizens Foster Care Review															
Senior Services Total		6,833.5	1,164.5	5,905.6	10.4	1,166.6	0.0	0.0	0.0	0.0	0.0	2,131.3	0.0	0.0	0.0	0.2
Legal & Advocacy Services	Office of Public Advocacy	32.0		6,967.3	95.1	239.0						1,176.5				
Legal & Advocacy Services	Public Defender Agency			8,789.8	190.6	255.0										
Legal & Advocacy Services Total		32.0	0.0	15,757.1	285.7	494.0	0.0	0.0	0.0	0.0	0.0	1,176.5	0.0	0.0	0.0	0.0
AK Oil & Gas Conservation Comm	AK Oil & Gas Conservation Comm															
AK Oil & Gas Conservation Comm Total		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Alaska Public Offices Comm	Alaska Public Offices Comm			679.2	53.8											
Alaska Public Offices Comm Total		0.0	0.0	679.2	53.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Division of Motor Vehicles	Administration															
Division of Motor Vehicles	Driver Services															
Division of Motor Vehicles	Field Services															
Division of Motor Vehicles	Financial Response Act Enforce.															
Division of Motor Vehicles	Motor Vehicles	77.1		3,073.0	5,244.7	142.7										
Division of Motor Vehicles Total		77.1	0.0	3,073.0	5,244.7	142.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Pioneers' Facil Maint	Pioneers' Facil Maint					2,125.0										
Pioneers' Facil Maint Total		0.0	0.0	0.0	0.0	2,125.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Genl Svcs Facil Maint	Genl Svcs Facil Maint					2,589.7										
Genl Svcs Facil Maint Total		0.0	0.0	0.0	0.0	2,589.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
AOGCC Facilities Maint	AOGCC Facilities Maint					49.3										
AOGCC Facilities Maint Total		0.0	0.0	0.0	0.0	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ITG Facilities Maintenance	ITG Facilities Maint					23.0										
ITG Facilities Maintenance Total		0.0	0.0	0.0	0.0	23.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Y2K Coordination Office	Y2K Coordination Office															305.0
Y2K Coordination Office Total		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	305.0
Grand Total		6,942.6	1,164.5	130,325.7	15,924.3	44,606.9	14,543.6	90.9	4,016.4	397.8	1,636.5	13,405.0	24.7	87.3	0.0	433.7

Department of Administration						
FY00 Enacted Budget						
BRU_Short_Name	Comp_Short_Name	1081 Info Svc	1082 MHTAAR	1108 Stat Desig	1118 Pioneers'	1119 Tobac Sett
Centralized Admin. Services	Office of the Commissioner					
Centralized Admin. Services	Tax Appeals					
Centralized Admin. Services	Administrative Services					
Centralized Admin. Services	DOA Info Technology Support					
Centralized Admin. Services	Finance			112.5		
Centralized Admin. Services	Personnel					
Centralized Admin. Services	Labor Relations					
Centralized Admin. Services	AK Professional Develop Inst.					
Centralized Admin. Services	Purchasing					
Centralized Admin. Services	Property Management					
Centralized Admin. Services	Central Mail					
Centralized Admin. Services	Retirement and Benefits					
Centralized Admin. Services	Group Health Insurance					
Centralized Admin. Services	Unallocated Reduction					
Centralized Admin. Services Total		0.0	0.0	112.5	0.0	0.0
Leases	Leases					
Leases	Lease Administration					
Leases Total		0.0	0.0	0.0	0.0	0.0
EPORS Benefits	EPORS					
EPORS Benefits Total		0.0	0.0	0.0	0.0	0.0
Information Services	Information Services	20,269.9				
Information Services	Information Svc Fund Front Sec			55.0		
Information Services Total		20,269.9	0.0	55.0	0.0	0.0
Public Communications Services	Public Broadcasting Commission					
Public Communications Services	Public Broadcasting - Radio					
Public Communications Services	Public Broadcasting - T.V.					
Public Communications Services	Satellite Infrastructure			373.7		
Public Communications Services	AK Rural Communications Svcs					
Public Communications Services	AIRRES Grant					
Public Communications Services Total		0.0	0.0	373.7	0.0	0.0
Risk Management	Risk Management					
Risk Management Total		0.0	0.0	0.0	0.0	0.0
Longevity Bonus	Longevity Bonus Grants					
Longevity Bonus Total		0.0	0.0	0.0	0.0	0.0
Alaska Longevity Programs	Pioneers Homes				1,850.0	
Alaska Longevity Programs	Alaska Longevity Programs Mgmt					
Alaska Longevity Programs Total		0.0	0.0	0.0	1,850.0	0.0
Senior Services	Protection, Comm Svcs, & Admin		310.0			
Senior Services	Senior Services Grants					
Senior Services	Nutrition, Trans & Support Svc					
Senior Services	Senior Employment Services					
Senior Services	Home & Community Based Care		600.0			
Senior Services	Senior Residential Services					
Senior Services	Home Health Services					
Senior Services	Citizens Foster Care Review					
Senior Services Total		0.0	910.0	0.0	0.0	0.0
Legal & Advocacy Services	Office of Public Advocacy					135.8
Legal & Advocacy Services	Public Defender Agency					225.0
Legal & Advocacy Services Total		0.0	0.0	0.0	0.0	360.8
AK Oil & Gas Conservation Comm	AK Oil & Gas Conservation Comm					
AK Oil & Gas Conservation Comm Total		0.0	0.0	0.0	0.0	0.0
Alaska Public Offices Comm	Alaska Public Offices Comm					
Alaska Public Offices Comm Total		0.0	0.0	0.0	0.0	0.0
Division of Motor Vehicles	Administration					
Division of Motor Vehicles	Driver Services					
Division of Motor Vehicles	Field Services					
Division of Motor Vehicles	Financial Respons Act Enforce.					
Division of Motor Vehicles	Motor Vehicles					
Division of Motor Vehicles Total		0.0	0.0	0.0	0.0	0.0
Pioneers' Facil Maint	Pioneers' Facil Maint					
Pioneers' Facil Maint Total		0.0	0.0	0.0	0.0	0.0
Genl Svcs Facil Maint	Genl Svcs Facil Maint					
Genl Svcs Facil Maint Total		0.0	0.0	0.0	0.0	0.0
AOGCC Facilities Maint	AOGCC Facilities Maint					
AOGCC Facilities Maint Total		0.0	0.0	0.0	0.0	0.0
ITG Facilities Maintenance	ITG Facilities Maint					
ITG Facilities Maintenance Total		0.0	0.0	0.0	0.0	0.0
Y2K Coordination Office	Y2K Coordination Office					
Y2K Coordination Office Total		0.0	0.0	0.0	0.0	0.0
Grand Total		20,269.9	910.0	541.2	1,850.0	360.8

Budget Guide: Swiss Army Knife of Budget Handbooks

all other funding sources not listed above

FUNDING CODES/NAMES CURRENTLY IN USE AS OF 10/7/98

FUND CODE	AKSAS CODE	SHORT NAME	LONGNAME
1000	51005	Restrtd GF	Restricted General Fund
1001	51020	CBR Fund	Constitutional Budget Reserve Fund
1002	51010	Fed Rcpts	Federal Receipts
1003	68510	G/F Match	General Fund Match
1004	68515	GF Receipt	General Fund Receipts
1005	51060	GF/PRGM	GF/Program Receipts
1006	51340	GF/MHTIA	General Fund/Mental Health Trust
1007	51015	I/A Rcpts	Inter-Agency Receipts
1008	51020	G/O Bonds	General Obligation Bonds
1009	51025	Rev Bonds	Revenue Bonds
1010	51030	UA/INT INC	U/A Interest Income
1011	51376	AACTP Fund	Alaska Advance College Tuition Pymnt Fund
1012	51265	Rail Enrgy	Railbelt Energy Fund
1013	51377	A/D RLF	Alcoholism & Drug Abuse Revolving Loan Fund
1014	51120	DC/HF Acct	Donated Commodity Handling Fee Account
1015	51290	UA/DFA SVC	U/A Dormitory/Food Auxiliary Service
1016	51378	Fed Incent	Federal Incentive Payments
1017	51390	Ben Sys	Benefits Systems Receipts
1018	51392	EV Oil Set	Exxon Valdez Oil Spill Settlement Fund
1019	51397	Reforest	Reforestation Fund
1020	51345	Grain Fund	Grain Reserve Loan Fund
1021	51035	Agric Loan	Agricultural Loan Fund
1022	51320	Corp Rcpts	State Corporation Receipts
1023	51040	FICA Acct	FICA Administration Fund Account
1024	51045	Fish/Game	Fish and Game Fund
1025	51375	Endow Inc	Science & Technology Endowment Income
1026	51050	Hwy Capitl	Highway Working Capital Fund
1027	51055	Int Airprt	International Airport Revenue Fund
1028		Pre90 PRGM	Pre-FY90 Program Receipts
1029	51065	P/E Retire	Public Employees Retirement Fund
1030	60180	School Fnd	School Fund (Cigarette Tax)
1031	51075	Sec Injury	Second Injury Fund Reserve Account
1032	51080	Dis Fisher	Disabled Fishermans Reserve Account
1033	51085	Surpl Prop	Surplus Property Revolving Fund
1034	51090	Teach Ret	Teachers Retirement System Fund
1035	51095	Vet Loan	Veterans Revolving Loan Fund
1036	51100	C/F Loan	Commercial Fishing Loan Fund
1037	68515	GF/MH	General Fund/Mental Health
1038	51110	UA/STF SVC	U/A Student Tuition/Fees/Services
1039	51115	UA/ICR	U/A Indirect Cost Recovery

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FUNDING CODES/NAMES CURRENTLY IN USE AS OF 10/7/98

FUND CODE	AKSAS CODE	SHORT NAME	LONG NAME
1040	51360	R E Surety	Real Estate Surety Fund
1041	51373	PF Earning	Permanent Fund Earnings Reserve Account
1042	51125	Jud Retire	Judicial Retirement System
1043	51130	P/L 81-874	Public Law 81-874
1044	51391	Debt R Fnd	Debt Retirement Fund
1045	51135	Nat Guard	National Guard Retirement System
1046	51140	Stdnt Loan	Student Revolving Loan Fund
1047	51145	Title XX	Title 20 - OR - Title XX
1048	51150	Univ Rcpt	University Restricted Receipts
1049	51155	Tmg/Bldg	Training and Building Fund
1050	51160	PFD Fund	Permanent Fund Dividend Fund
1051	51387	R.D.I.F.	Rural Development Initiative Fund
1052	51370	Oil Resp	Oil/Hazardous Prevention & Response Fund
1053	51393	ILT FUND	Investment Loss Trust Fund
1054	51394	Empl Tmg	State Employment & Training Program
1055	51395	IA/OIL HAZ	Inter-agency Rcpts/Oil & Hazardous Waste
1056	51396	ES Ext Fnd	Electrical Service Extension Fund
1057	51180	Small Bus	Small Business Loan Fund
1058	51185	Trsm Loan	Tourism Revolving Loan Fund
1059	51190	Corr. Ind.	Correctional Industries Fund
1060		OF(Pre'84)	Other Funds (Pre-FY '84 Only)
1061	51200	CIP Rcpts	Capital Improvement Project Receipts
1062	51350	PPL Fund	Power Project Loan Fund
1063	51210	NPR Fund	National Petroleum Reserve Fund
1064	51215	House Loan	Housing Assistance Loan Fund
1065	51355	RERL Fund	Rural Electrification Revolving Loan Fund
1066	51225	P/S Fund	Public School Fund
1067	51230	MRL Fund	Mining Revolving Loan Fund
1068	51235	CCRL Fund	Child Care Revolving Loan Fund
1069	51240	HDRL Fund	Historical District Revolving Loan Fund
1070	51245	FERL Fund	Fisheries Enhancement Revolving Loan Fund
1071	51250	AERL Fund	Alternative Energy Revolving Loan Fund
1072	51255	RECL Fund	Residential Energy Conservation Loan Fund
1073	51260	PDRL Fund	Power Development Fund
1074	51270	BFRL Fund	Bulk Fuel Revolving Loan Fund
1075	51205	AKCWL Fund	Alaska Clean Water Loan Fund
1076	51380	AMHS Fund	Marine Highway System Fund
1077	51381	IFC GGB	Indv/Foundt'n/Corp Gifts/Grants/Bequests
1078	51382	Sr Hsg Ln	Senior Housing Loan Fund
1079	51383	Storg Tank	Storage Tank Assistance Fund
1080	51384	Sch Const	School Construction Fund
1081	51385	IS Fund	Information Services Fund