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March 8, 1978

Hort Hoppenfeld  
Executive Director  
Capital Site Planning Commission  
310 "K" Street  
Anchorage, Alaska 99501

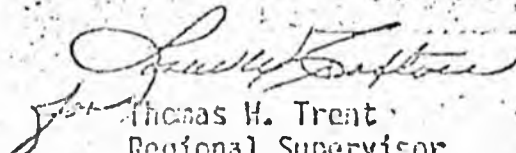
Dear Mr. Hoppenfeld:

Attached you will find our assessment of the Capital Site Biological Study outline and budget.

This assessment was prepared for the short time frame of approximately eighteen months and is confined, as far as is possible, to the actual Capital site with the full understanding that a complete biological assessment would necessarily require several years to complete and the total impacts of the development of a new city realistically extend far beyond the city's boundaries.

We hope this information is sufficient for your planning needs at this time, and will provide more detailed information as you require.

Sincerely,

  
Thomas H. Trent  
Regional Supervisor  
Habitat Protection Section

bcc: R. Logan  
J. Vania  
R. Redick  
L. Croxton

TWT:LC:eh

COST ANALYSIS - BIOLOGICAL

Project	3-6/78	7-11/78	12/78-1/80	Total
1.		88,000		88,000
2.		4,000		4,000
3.		75,000	200,000	275,000
4.		35,000	40,000	75,000
5.	<u>10,500</u>	<u>27,500</u>	<u>30,500</u>	<u>68,500</u>
	10,500	229,500	270,500	510,500

## COST ANALYSIS - BIOLOGICAL

### Project Description

#### Project

1. Preparation of a color mosaic at a scale of 1:15,840 for detailed vegetative analysis of habitat type.
2. Determination of detailed vegetative type.
3. Big Game Studies: These studies are designed to gather data principally on moose, wolves, and bear in and adjacent to the Capital Site. They will include aerial surveys to determine the distribution and relative abundance of these species at various times of the year as well as the capture and radio tagging of a representative sample of moose to determine their movements throughout the year to assist in establishing seasonal habitat uses by sex and age classes. As time and opportunity allow bears and wolves may also be radio tagged to gather similar data on those species.
4. Furbearers, Small Game, and Non-Game Studies: These studies are designed to gather data on the movements, habitat use, and relative abundance of furbearers, small game, and non-game species of wildlife. This investigations will include endangered species, waterfowl, and all species of raptors present in the study area.
5. Fisheries Investigations: These studies constitute a total inventory of the fish resources and habitats within the Willow, Deception, and Lily Creek drainages.

Adult salmon will be enumerated, abundance of resident fish species determined, spawning and rearing areas delineated, timing of both inter and intra stream movements of juvenile and adult salmonids defined, as well as determining areas of optimal production.

Intensive investigations will be fielded to determine existing seasonal flow characteristics as relate to fish, measurements of water quality, and calculations of "instream flow requirements" for indigenous resident and anadromous species.

Current recreational use of these streams will be measured through a creel census designed to provide harvest and angler effort, and subsequently estimates of economic value.

Project numbers one and two are a necessary ingredient of a detailed biological investigation of the area, however the Department of Fish and Game does not at this time have the necessary expertise on their staff to conduct these projects and suggest that they be accomplished through contract to a qualified investivator in that particular field.

The Department does have the expertise and is prepared to conduct the balance of the project investigations.

Some portions of the Geotechnical studies involve fishery habitats and our Sport Fish Division does have some water quality, productivity and lake profile data which is applicable to those investigations. We would therefore propose a coodination of effort between our Department and the principal investigator of segments of the Geotechnical studies.

It is extremely difficult to adequately portray the Department's involvement in permits, licenses, and approach on a matrix such as you have prepared. We have a statuary repsonsibility to review and exercise any needed control over all activities which impact upon any body of water which supports anadromous fish. We also have review and comment responsibilities over any activity. which affects all other species of fish and game and/or their habitats.

Since our statutory authory for permits is limited to those related to anadromous fish, we propose that the matrix list only Anadromous Fish Permits, we have involvement in hydrolic projects only as they impact anadromous fish.

TO: Loren W. Croxton  
Cooperative Agreement Specialist  
Habitat Protection Section  
Anchorage

DATE: March 6, 1978

FILE NO:

TELEPHONE NO:

FROM: Larry Heckart <sup>LSH</sup>  
Research Coordinator  
Sport Fish Division  
Anchorage

SUBJECT: Capital Site Studies

Reference the environmental assessment costs associated with the Capital Site package we've been requested to review.

It appears as is often the case, the time frame is extremely brief and the monies somewhat more than adequate for the biological investigations listed. I'm sure it goes without saying that we as an agency studying biological subjects and functions would be much better off with the same monies distributed over a greater period of time.

Another point we may need to make in our response is that impacts from this action will in no way be confined to the "Capital Site" boundaries. A new city of the size envisioned will significantly affect fish populations of both lakes and streams all along the Parks Highway, and particularly those closely adjacent to the Willow Creek area.

A realistic assessment of the impacts of the Capital relocation would include analysis of those adjacent areas during the same period of time. Considering the short time frame, some of the funding depicted could very likely be more wisely utilized in this fashion. I know of no meaningful way we could utilize a total of \$168,000.00 by the end of this calendar year in just the Willow Creek area.

When reviewing the Geotechnical studies segment of this proposal, several studies will likely involve this agency to some degree. Investigational segments 2, 6, and 9 incorporate subjects this division has to some degree been involved with and have some data available.

The Sport Fish Division is not, I feel, the best agency in terms of expertise to undertake these studies, and therefore will not address them as such. We do, however, have some water quality, productivity, and lake profile data which will in all likelihood be required by other investigations. It may be desirable to propose coordinated efforts with principal investigations of other agencies for facets of these particular studies. If this approach is desirable, we could define in more detail those segments where we could participate.

Referring directly to the "Biological Studies", numbers 15, 16, and 17; we feel these investigations are all necessary, reflect a minimum level of environmental assessment, and feel we can conduct these studies as well as anyone else. Certainly we can do them more economically.

Shown on the attached page is a listing of activities, estimated cost figures, and timetable for these investigations. Recognize this program is based on the assumption monies will in fact be available June 1, and for the months following. Be aware that only general study objectives are shown. If and when it becomes necessary we can build a much more detailed program.

Also, relative to my earlier comments, a similar biological study and assessment of recreational use should be performed for the other East side Susitna River tributaries, particularly the Little Susitna River which borders the Capital Site. Likely an additional \$15-20,000.00 could include investigations of this stream.

CAPITAL SITE STUDIES

1973

Period	June 1-30	July 1 - November 30
Activity	<p>Weekend King Salmon census at Willow Creek</p> <p>Initiate physical and biological surveys.</p> <p>Initiate water chemistry and quality measurements.</p> <p>Lily Creek stream flows.</p>	<p>Initiate continuous creel census of Willow Creek for recreational use and harvest of pink and chum salmon and resident species.</p> <p>Continue physical and biological surveys of habitat, enumeration of specific fish stocks, hydrographic parameters, water quality and initial flow monitoring site selections.</p> <p>Winter flow studies Lily Creek.</p> <p>Data analysis, writing summary reports, and miscellaneous field work.</p>
Staff Needs	<p>(1) man-month Permanent Staff for Project Coordination</p> <p>(1) Temporary Biologist I</p> <p>(1) Temporary Fish Tech.III.</p>	<p>(2) man-months Permanent Staff Salary for Coordinator.</p> <p>(5) man-months Temporary Biologist I</p> <p>(4) man-months Temporary Fish Technician III</p>
Budget Requirements	<p>100 - \$5,690.00</p> <p>200 - 500.00</p> <p>300 - 1,500.00</p> <p>400 - 1,000.00</p> <p>500 - <u>1,600.00</u></p> <p>\$10,290.00</p> <p><i>10,500.00</i></p>	<p>\$19,497.00</p> <p>1,500.00</p> <p>3,000.00</p> <p>2,400.00</p> <p><u>1,000.00</u></p> <p>27,397.00</p> <p><i>27,500.00</i></p>

Period January 1 - December 31

Activity Continue habitat studies for spawning and rearing salmon species.  
 Initiate studies of smolt timing, composition, and migrational patterns immediately upon ice out.  
 Establish thermographs and gaging materials. Initiate invertebrate collection studies.  
 Initiate fishery related stream flow studies, and establish instream flow requirements for salmonid species.  
 Continue salmon escapement surveys for all species.  
 Continue flow and water quality studies on Lily Creek.  
 Data analysis, preparation of summary reports, conduct miscellaneous early field work.

Staff Needs (2) man-months Permanent Staff Biologist for Coordinator  
 (6) man-months Temporary Biologist I  
 (5) man-months Temporary Fish Technician III

Budget	100	-	\$22,682.00
Requirements	200	-	1,500.00
	300	-	3,500.00
	400	-	<u>1,500.00</u>

\$30,182.00 TOTAL

30,500

# MEMORANDUM

TO:

Loren Croxton  
Habitat Protection  
Anchorage

DATE : March 7, 1978

FROM:

John S. Vania *JSV/BA*  
Regional Supervisor  
Division of Game  
Anchorage

SUBJECT: Capitol Site Environmental  
Assessment

Attached is our assessment of the Capitol Site study outline and budget. If you need more information please let me know.

ALASKA DEPT. OF  
FISH & GAME  
MAR 7 1978  
HABITAT  
REGIONAL OFFICE

# MEMORANDUM

TO: John Vania  
Regional Supervisor  
Division of Game  
Anchorage

DATE: March 7, 1978

FILE NO.

TELEPHONE NO.

FROM: Karl Schneider *KS*  
Research Coordinator  
Division of Game  
Anchorage

SUBJECT: Capital Site Environmental  
Assessment

The Capital Site Planning Commission's study outline for assessing the environmental impact of the new capital includes most of the studies that are currently feasible for assessing impacts of human development on game. The only omissions seem to be studies of some species of small game and non-game. If carried out this program would rank as one of the most complete environmental assessments for an action of this scope.

The main criticism of the outline is that the time frame would not allow all the projects to be conducted in a productive manner regardless of funding level. To provide the necessary synthesis of all of the studies and accommodate temporal variability these studies should be conducted over a five year period. Even then it would not be possible to predict all impacts on game as the impact of building a city extends far beyond the city limits.

If the time frame is not flexible there is no sense in initiating those parts of the study that will not be productive within that frame.

The goals of the studies should be considered. For an action of this type it is reasonable to determine the distribution and abundance by season of the various species within the area; to determine habitat use as an aid in estimating loss due to habitat alteration; to determine movement patterns when a significant part of a migratory population uses the affected area; and to determine potential human-animal conflicts. Studies related to mitigation can be undertaken if mitigation measures are feasible and there is an intent to implement them. It is questionable whether measures to reduce impact or mitigate impacts in the immediate area should be undertaken where such measures would increase human-animal conflicts.

Distribution and abundance studies and habitat use studies should be conducted on all species. The intensity of these studies will vary depending on the availability of techniques, probable importance of the area to the species and importance of the species by human standards.

Movement studies should be conducted on moose since they are known to be migratory in this area and it is believed that a significant portion of one or more subpopulations regularly uses the site. All other species, including bears, are either not truly migratory or only a small portion of this population uses the area. Impacts on these species will largely be restricted to the site, making elaborate movement studies less necessary.

Significant human-bear and human-moose conflicts will certainly develop if the capital is constructed at the proposed site. Therefore serious consideration should be given to the subject of attempting to preserve current populations of moose and bear in that area. Mitigation may be feasible in the case of moose, but perhaps should be conducted in some other area where conflicts will not be aggravated. If so, studies aimed at mitigation within the site are unnecessary.

By dropping those activities which will not produce useful results in the time frame allowed or meet realistic goals for the assessment of this action, the proposed program can be substantially reduced. The resulting program would provide an adequate assessment by today's standards although it would still suffer from the lack of consideration of year to year variability.

The following changes are recommended:

#### Projects 1-5

In order to be useful the design and analysis of these projects must be closely coordinated with game studies. It would be extremely difficult to accomplish the objectives of Projects 3-5 in the time frame given. The level of knowledge that would be gained if these studies were successfully completed would not be necessary unless there is an intent to design the city around the needs of game populations or to mitigate loss through habitat manipulation. From a practical standpoint it seems unlikely that the design of the city will be substantially altered because of game requirements. Any attempt to mitigate losses within the site would probably increase human-moose conflicts. If mitigation measures are to be taken they should be done in other areas. Therefore mitigation studies could be separated from strictly assessment studies and if desired conducted later during the construction phase. Therefore projects 3-5 could be either dropped or at least delayed without serious damage to the quality of the assessment.

A habitat type map would be useful for analyzing the results of game studies. Therefore Projects 1 and 2 would provide useful information. At the moment we do not have the information necessary to evaluate the cost figures.

#### Projects 6-10

Projects 6 and 7 are feasible and desirable. Moose are of considerable importance to humans in this area, will be substantially impacted by construction of the city, and will interact in both favorable and unfavorable manners with the residents of the city. These projects should be carefully designed. This might require some deviation from the design outlined, but the general approach and scope would not be changed. Project 8, the wolf census, could be conducted in conjunction with Projects 6 and 7 at no additional cost.

Projects 9 and 10 are not feasible in the time period allowed. Little more than a feasibility study could be accomplished. Unless the duration of the studies is extended, projects involving marking of bears should not be attempted. Some information on distribution and relative abundance

of bears can be collected in conjunction with other studies.

While some bears will be displaced by the city it is unlikely that the population as a whole will be seriously impacted. The main problem will be bear-human interactions which should be considered in the design of waste disposal facilities, construction camps etc.

The Game Division could combine Projects 6-10 and conduct all aspects that are feasible in the time frame allowed for a total cost of \$275,000. This combined project would allow us to roughly delineate the subpopulations of moose using the site; determine whether each subpopulation is resident in the area, uses the area seasonally or merely migrates through the area; determine the distribution of moose in the area by season; identify preferred moose habitats within the site; determine the number of moose wintering in the site; determine the number and distribution of wolves using the site during winter; and to roughly determine the distribution and abundance of bears within the site.

#### Projects 11-14

Studies of furbearers, endangered species, raptors, waterfowl, upland game and non-game could best be accomplished by intensive on the ground distribution and abundance surveys supplemented with some aerial surveys. Such surveys need not be expensive, but will require quite a bit of time for two individuals.

We recommend that Projects 11-14 be combined with upland game and non-game included. The resulting study could be accomplished for \$75,000.

#### Summary

The Capital Site Planning Commission's study outline of game and vegetative studies is too grandiose and expensive for the time allowed and the scope of the project. We recommend that those aspects that cannot be accomplished by January 1980 or that are not necessary for assessment purposes be dropped and that the remaining work be consolidated in the following manner.

		7-11/78	12/78-1/80	Total
Habitat Mapping	Project 1	88,000		88,000
	Project 2	4,000		4,000
Big Game Studies (moose, wolf, bear)		75,000	200,000	275,000
Furbearers, small game, nongame, etc.		<u>35,000</u>	<u>40,000</u>	<u>75,000</u>
Total		202,000	240,000	442,000

The Game Division would not conduct the habitat studies itself, but the usefulness of the map for analyzing game data would be insured if the Division administered these studies under a subcontract. The Game Division is the most qualified organization to conduct the big game studies. The furbearer - small game - nongame study could be conducted by temporary employees or a graduate student. Either way there may be certain logistic financial and quality control benefits if the Game division administered this study also.

# MEMORANDUM

State of Alaska

*Military Affairs*

RECEIVED

APR 3 1978

Lieutenant Governor

TO: Honorable Lowell Thomas, Jr.  
Lieutenant Governor

DATE: 31 March 1978

FILE NO:

TELEPHONE NO:

FROM: Major General C. F. Necrason *C.F.N.*  
The Adjutant General  
Department of Military Affairs

SUBJECT: Recommendations on CSPC  
Legislation

It is appropriate to recognize what I consider an outstanding accomplishment by the Capitol Site Planning Commission. Members of the Commission faced a tight deadline and completed their assigned task in a timely manner. The individual members had (and have) strong personal views regarding the wisdom of moving the capital, yet they came up with a viable planning document even though there was little source material since few cities have been built in a wilderness area and none in a location as far north as Willow.

It is noted that the CSPC's report makes no provision for the relocation of the Department of Military Affairs from Juneau to Willow. Likewise, there is no provision for an armory in the new capital city. I am in full agreement.

At no cost to the State, the Department of Military Affairs has been provided with 250 acres of land on Ft. Richardson. A preliminary plan for relocating departmental headquarters has been prepared and approved in concept. Under the plan, the Anchorage employees of this department will move to new facilities in FY 80. If the capital is not moved, the persons in Juneau will remain there. If the capital is moved, they will relocate to the new headquarters on Ft. Richardson.

There are many advantages to the Ft. Richardson location. First and foremost, the department's headquarters will be adjacent to that of the 172d Infantry Brigade which is responsible for day-to-day support of the Army National Guard. The location will allow for the personal liaison which is essential for effective operation. In addition, we will be close to Elmendorf AFB for coordination on Air Guard matters. Civil Air Patrol headquarters, incidentally, is also on the air base. Of course, construction costs for the new facilities will be less because of the Anchorage location.

Some could consider the location at Ft. Richardson a negative factor since the Military Affairs Headquarters would not be at the new capital site; it should be pointed out that Willow is within one hour driving time of the proposed site and our helicopters are 15 to 20 minutes away.

We expect that a number of residents of the new capital city will be interested in National Guard membership. As with the departmental headquarters, planners made no provisions for an armory. We feel that this is correct and there is no requirement since our Alcantra facility is adequate and nearby. It can serve the new city as well as Wasilla. Additionally, there is enough space to accommodate the Division of Emergency Services and provide for storage of the division's supplies and equipment.

Honorable Lowell Thomas, Jr.  
Lieutenant Governor

-2-  
31 March 1978

As a subjective comment on the contents of the CSPC report, it is my opinion that the report constitutes an adequate first step. However, when final plans are drawn consideration should be given to construction of a hospital as there are none in the area.

The requirement for additional industrial space should also be considered.

STATE  
of ALASKA

# MEMORANDUM

*Education*

TO:

Lt. Governor Lowell Thomas

DATE:

March 29, 1978

FILE NO.

TELEPHONE NO.

FROM:

Marshall L. Lind *M.L.L.*  
Commissioner of Education

SUBJECT: Review of Capital Site Planning  
Commission Legislation and Con-  
sultant's Reports

I have reviewed the components of the New Capital City Planning Process Documents which relate to both the department and public schools, generally. I am satisfied that the financial and space needs of the Capital City School System are accurately reflected in the reports and accommodated in the appropriate sections of the attendant proposed legislation, 44.63.110(d) and 29.18.620.

TO: Lowell Thomas, Jr.  
Lieutenant Governor

DATE: April 5, 1978

FILE NO:

TELEPHONE NO:

FROM: Donald Harris, Commissioner  
Department of Transportation  
and Public Facilities

SUBJECT: Request for review of Capital  
City Planning Documents

State of Alaska  
RECEIVED

APR 6 1978

Lieutenant Governor

1. Introduction and Overview
2. Analysis of State Government
3. Program components for the New City
4. Natural Site Conditions
5. Water Source
6. Energy and Utilities
7. Transportation
8. Outdoor Recreation Sources
9. Financial Plan and Detailed Economic Projections (2 volumes)
10. Socio-Economic Impact Analysis for Juneau and the Matanuska-Susitna Borough.
11. Environmental Guidelines and Assessment, Permits and Procedures
12. Implementation Plan
13. Legislative Package

General comments are as follows:

1. They have incorporated Transportation Planning report on air, rail and highway facilities as they wrote it.
2. No impact on Transportation design and construction divisions that could not be accommodated by staffing up or training of persons capable of managing consultant contracts (apparently this will be underway).
3. Their schedule for completion of transportation facilities is in advance of ours but if only state funds are used this may not be a problem.
4. Special attention should be given to the base assumptions listed in Volume 12 page 4-6 because this forms the basis for the legislation (S.B. 519).
5. I have searched, but cannot find that the CDC would use DOT/PF to carry out any of CDC's responsibility for designing, construction and maintaining the government facilities, roads, utilities and community facilities. P. 18 Volume 13 states that DPW would not be able to respond quickly enough. Page 9 of Volume 12 indicates that DOT/PF "designs" access road (no schedule for airport). Page 12 Volume 12 indicates no DOT/PF involvement.

5. I have searched, but cannot find that the CDC would use DOT/PF to carry out any of CDC's responsibility for designing, construction and maintaining the government facilities, roads, utilities and community facilities. P. 18 Volume 13 states that DPW would not be able to respond quickly enough. Page 9 of Volume 12 indicates that DOT/PF "designs" access road (no schedule for airport). Page 12 Volume 12 indicates no DOT/PF involvement.
6. Interesting side note: CDC is free of civil service "constraints" and public bidding requirements.
7. No contingency plan for everything not going perfect as scheduled. Would the CDC then expect DOT/PF to help them out in a crunch?
8. Is State prepared for impact of school construction under DOE's foundation reimbursement plan?
9. Page 23 Volume 12 states CDC applies for grants to subsidize cost of construction. Where? Private, State, Federal funds? Page 16 Volume 13 provides for repayment of all State "loans".
10. See page 30 Volume 12. CDC is State entity, State funded. What insures this "assumed" Borough takeover and local assumption of responsibility? Thereby ending the need for State funds.
11. Page 32 Volume 12... "Owned and operated by the State" is very vague. (apparently after July 1982?).
12. Page 34 Volume 12 speaks of an "interagency committee" which would coordinate the move. Presume this would require DOT/PF staff time.
13. Biggest impact is likely to be our ability to find consultants and contractors to perform other State work as in the pipeline years. Their report claims this shortage of labor will not occur.
14. In Volume 13 the CDC is given many powers of various State agencies with no requirement to coordinate.
15. Page 11 Volume 13 mentions cooperative agreements with State but never says what, or on what terms.
16. Note: we have not reviewed S.B. 519.
17. Volume 6: energy utilities report appears to be conforming to our understanding with Division of Energy and Power Development for use of energy standards.

TO: [ The Honorable Lowell Thomas, Jr.  
Lieutenant Governor

DATE: April 3, 1978

FILE NO:

FROM:

Ernst W. Mueller  
Commissioner  
Department of Environmental  
Conservation



TELEPHONE NO:

SUBJECT: SB 519/SB 553

STATE OF ALASKA  
RECEIVED  
APR 4 1978  
LIEUTENANT GOVERNOR

Developing a new capital city for Alaska is a tremendous undertaking. The Department of Environmental Conservation has an important responsibility to assure that the new capital be sited and constructed in a manner that maintains the highest standards of environmental quality. The Department must also work to avoid any unnecessary costs to the citizens of Alaska because of unreasonable delays in the approval of permits.

I have reviewed SB 519/SB 553 and am deeply concerned with Sec. 44.63.040(e), which basically establishes a new permit process especially for the Capital City Development Corporation.

This Department is strongly opposed to this provision and we urge that it be deleted from the bill. Our rationale for this is as follows:

1. Apparently the bill's permit process is based on the assumption that there is an inherent, insurmountable delay built into every permit issued by a State agency. This is simply not true. My Department has worked hard on improving its permit procedures and has developed common sense, workable regulations to govern them. We implemented these procedures in November and our experience to date shows they are working well; many favorable comments have been received from the permittees in this regard.

It is our opinion that there will be no delays in issuing the necessary State permits for construction of a new capital. The potential delays will be associated with the federal permits and the federal environmental impact statement process. For example, the minimum time in which the U.S. Environmental Protection Agency can issue a water discharge-related permit is 180 days. My Department, on the other hand, can issue a similar permit after only 60 days.

2. The Legislature has already established policy on the coordination of the State permit process in Chapter 60, SLA 77, the Environmental Procedures Coordination Act. In effect, this legislation establishes a "one window" procedure whereby a project sponsor may come to this Department to obtain all

The Honorable Lowell Thomas, Jr.

April 3, 1978

page 2

necessary State permits for his project. We believe this statute would work very well to accommodate the permit-related needs of the Capital City Development Corporation. Therefore, we oppose the proposed changes to the Act which are contained in SB 519/SB 553.

It appears that many persons have a considerable amount of anxiety regarding overall coordination of the actions and policy-making decisions of State government vis-a-vis the capital move. Therefore, I recommend that you include in your testimony that the Governor will, in the near future, appoint a cabinet-level task force to focus exclusively on the capital move. The task force would be chaired by you, and be comprised of the commissioners who already serve on the Capital Site Planning Commission--and others whom the Governor may wish to designate (agencies which have permit programs should also serve on the task force). Such a move may help alleviate the fear that State government will not act in a coordinated manner on all capital move issues.

# MEMORANDUM

DEPARTMENT OF COMMUNITY AND REGIONAL AFFAIRS

TO:  The Honorable  
Lowell Thomas, Jr.  
Lieutenant Governor

DATE: April 3, 1978

FILE NO.

TELEPHONE NO.

FROM: Lee McAnerney  
Commissioner

SUBJECT: Capital City Legislation  
(SB 553)

The Department of Community and Regional Affairs' brief review of SB 553 indicates that, in fact, several problems seem to exist with the proposed legislation. These problems include:

1. Under AS 29.18.510, the Local Boundary Commission would not be involved in establishing the city boundaries; however, under Article X, Section 12, of the State's Constitution, the Local Boundary Commission "may consider any proposed local government boundary change."

2. In addition to the above, the bill denies the Local Boundary Commission the authority to review future boundary changes (see Article X, Section 12, of the Alaska State Constitution).

3. Under AS 29.18.530, four of the initial "council" members would be appointed by the Governor, and the fifth member would be designated by the development corporation. Arguably, all council members should be appointed by the Governor, as is the case for "normal" development cities. (see AS 29.18.340).

4. The prohibition against the Matanuska-Susitna Borough exercising additional areawide powers within the capital city appears unduly restrictive within the capital city boundaries, as well as possibly hindering the proper development of borough government.

5. The borough should retain the education function and not "share" it with the corporation. The corporation is not a local government, and constitutionally it would seem to be precluded from providing a local government function. (See Article X, Section 2, of the State's Constitution.)

6. The proposed 30-mill maximum tax for the second class city is very hard to understand. Either the city should be a first class city with a 30-mill property tax limit, or it should be a second class city with a 5-mill property tax limit.

7. Why should the corporation be involved in land use planning? This is definitely a local government function. (See Article X, Section 2, of the State's Constitution.)

The Honorable  
Lowell Thomas, Jr.

-2-

April 3, 1978

8. Under AS 29.18.610, the Matanuska-Susitna Borough "may not exercise any areawide power in a manner which conflicts with the general development plan. . .until the development corporation is dissolved or January 1, 2000, whichever comes first." (See Point 7 above.)

April 11, 1978

Bruce H. Mattson, P.E.  
617 Chatanika Loop  
Eagle River, AK 99577

Dear Mr. Mattson:

Thank you for your letter of April 5, 1978, regarding the capital move bondable costs and, more particularly, your professional opinion regarding the inclusion of a combination coal-fired co-generation plant for the production of electricity and hot water.

As you may know, the next move, as far as the bondable cost estimate, will be in the hands of the Legislature.

I am enclosing a copy of Representative Tim Kelly's capital move proposal, as submitted to the Joint Senate-House State Affairs Committee. The joint committee is hearing recommendations on all aspects of the capital move. I am forwarding a copy of your letter to Eagle River Senator Ed Willis, Co-Chairman of the Senate State Affairs Committee and Chairman of the Joint Committee, for review and comment.

Thank you for your concern and opinions. If you should have further comments or questions, please do not hesitate to contact me.

Very truly yours,

Randy Phillips  
State Representative

Enc.

cc: ~~The Honorable Ed Willis~~  
Alaska State Senate  
✓ Pouch V, Mail Stop 3100  
Juneau, AK 99811

Bruce H. Mattson, P.E.  
617 Chatanika Loop  
Eagle River, Alaska 99577  
April 5, 1978

Rep. Randy Phillips  
Pouch V  
Juneau, Alaska 99811

Dear Sir:

It was with great interest and apprehension that I reviewed the Special Edition in the Anchorage Times describing the proposed Capital City at Willow. The scope of work, as presented, appears to far exceed that which the electorate envisioned at the time of the initiative. Certainly it exceeds my impressions of what was and continues to be needed.

I suggest that this is the time to gather prudent individuals together to glean this initial proposal and reduce it to an affordable capital of which we all may be proud.

The singular item included in the basic proposal which has disturbed me, as an electrical engineer, was the inclusion of a combination coal-fired co-generation plant for the production of electricity and hot water for heat to be piped throughout the city. I personally feel this to be beyond the scope of the capital city relocation effort and that it should be thoroughly reviewed for economic soundness and environmental impact prior to adoption.

To assist in facilitating this review, the attached summary of my concept of the advantages and disadvantages of this item was prepared. I trust that it will be of assistance to you in reducing the projected costs of the capital construction, by convincing you to eliminate this item from the budget completely, and to use more realistic methods to furnish energy to the capital.

My concept of appropriate capital city energy provisions consists of:

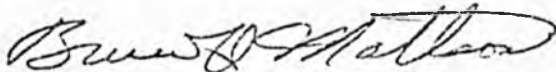
1. Electrical energy distributed through a system of underground cables, pad mounted transformers, and switch cabinets to all of the capital site buildings, with concurrent routing of telephone cabling. (MEA & MTA Ownership)

Page 2  
April 5, 1978

2. Heating of all of the capital buildings by means of boilers at several core areas, with provisions for dual-fuel usage, and having diesel fuel oil storage underground for initial, as well as later emergency backup reserves, with an option of using local natural gas via pipeline or via a LNG vaporization plant.
3. On-site electrical generation sets provided only to the extent required to provide emergency lighting, power, and heat for maintenance of the facilities during an extended outage of commercial power.

I would appreciate your thorough consideration of this matter and would like to receive any comments you may have.

Very truly yours,



Bruce H. Mattson, P.E.

# EVALUATION OF CONSTRUCTING NEW CO-GENERATION PLANT FOR THE CAPITAL AT WILLOW (COAL-FIRED)

## ADVANTAGES

1. Best fuel-to-energy conversion ratio, if fully used.
2. Possible future energy cost reduction in the future. (See Item 5 opposite)
3. Conserves natural gas resource. (See Item 9 opposite)

## DISADVANTAGES

1. Extremely high construction and maintenance costs.
2. Maximized energy utilization is not possible during summer periods, when additional power is required for air-conditioning loads and heating load is not present for cooling. This requires full capacity cooling to be installed in the form of cooling towers or ponds.
3. Smokestack plumes would be environmentally objectionable for such a model city, especially since they would be in-line with the view of Mt. McKinley from the capital center.
4. MEA already has transmission lines installed in to serve the capital and has REA authority to serve the area. (Redundancy)
5. Present electrical energy costs are the minimum to be realistically expected until the proposed Susitna Hydro Project is realized. Coal-fired generation costs cannot compete with hydro, now or in the future.
6. The relatively small quantity of coal to be consumed could lead to use of trucks to haul the coal from the mines in the Valley to the site, causing environmental pollution.
7. Requires a tremendous investment in hot water distribution lines (20 miles of mainline alone) and high operating costs to circulate the water.
8. Cost of distribution lines to residential areas would prohibit use of hot water to heat homes.
9. Natural gas reserves are abundant in the Cook Inlet Area.

All members are present.

SB 371

Senator Ray approved of the amendments, but thinks the bill is a stalling measure. It passed with indiv. rec. which included a letter of explanation to finance.

SB 530

Mr. Morton Hoppenfeld testifies

Senator Ray wants to know if the appropriation is needed now. Would it be feasible to wait until after the election to spend the money so we don't have to loose so much if the capital doesn't move.

Mr. Hoppenfeld: The appropriation is only for data collection

Senator Ray: Why is it called an enviornmental statement? Could the wording be changed to read data collection?

Mr. Hoppenfeld: That would probably be a good idea.

Recess to procure chairs

Senator Huber: Is there a reasonable chance we won't be able to use the Willow site or are we being asked to spend \$4,000,000 to follow some words.

Mr. Hoppenfeld: It doesn't appear that the site is below standards at all.

Senator Ray: Was the land Native Land Claim land?

No, state land on tentative approval

Senator Kerttula: Has any data been collected yet?

Mr. Hoppenfeld: No, just soil samples.

Senator Ray: Why wasn't the site checked environmentally to make sure the site is feasible?

Mr. Hoppenfeld: We did what was mandated in legislation.

Senator Ray: lines 13 - 17 change 928,000 to 4,000,000. Let the facts be known.

Senators Ray & Kerttula think it is a good idea to put it all in the bill.

Senator Huber points out that it is going to be a financial headache to mix 78 funds with 79 funds.

Mayor of Juneau, Bill Overstreet requests that impact studies be done by other consultants who are not so closely involved with the move.....consultants who are not chosen by the capital site planning commission.

Mrs. Berg testifies.

hearing closed 4:05

Senator Kerttula suggests amendments as attached to 530.

Willis is the only one to object.

Meeting adjourned.

March 22, 1978 1:35 Willis, chairman

Legislative members present

Dankworth  
Miles  
Kelly  
Willis, chairman  
Bradley, Bob  
Nakak  
Gardiner  
Lethin

Mr. Tom Westoff from Dean Whitier testified on financial aspects.

He wasn't sure what our bonding capacity would be in 1994

Representative Dankworth: Would the total amount of bonds come to 989,000,000 in 1994. Is that based on current wealth.

Mr. Westoff: If we were still wealthy as a state, there would be a broader market.

R. Dankworth: How do you come to the population figure?

Mr. Westoff: used the best figures available and have to believe in them.

Rep. Lethin: Did you just use the University's prediction?

Mr. Westoff: Yes.

Rep. Gardiner: There were projections made for Permanent Fund of the discovery of another oil field, but that wealth would only delay the inevitable. How about marketability with the percapita debt \$3,500, double any other state. New Yorks per capita is \$2,000 and they are bankrupt. What does it do to us to go from \$1,600 to \$3,500?

Mr. Westoff: Nothing, if we stay at 8%.

Rep. Miles: How did you arrive at 8%?

Mr. Westoff: Subjective determination --- 7% - 9%

Rep. Bradley: Would it prudent to project the state's needs for the next 10 years?

Mr. Westoff: Yes, but it would be impossible; it would turn into a wish list. There is no comparison anywhere.

Rep. Bradley: How could we reduce our debt service?

Mr. Westoff: Different ways, pay as you go --cash for instance.

Gardiner: If the municipality doubles the amount of bonds (for the move) would it affect the state's ability to bond?

Mr. Westoff: Not really.

Rep. Gardiner: ~~Cap/ψφ~~ Is it possible to saturate the market with Alaska bonds?

Mr. Westoff: Yes, you can. There is a total amount you can reach. Some people will not buy Alaska bonds or only a percentage. There is a limit, ie. Valdez with over a billion worth of bonds reached their limit.

Rep Gardiner leaves.

Mr. Hoppenfeld states that it is possible to plan for every thing.

Recess 3:00 - 3:10

Members present

Willis, Bradley, Meekins, Lethin, Kelly

White & Weld & Assoc. Mr. Ted Switch & Sam Palia testify.

They differ in the 8% figure, saying that it being overly prudent. Alaska's unique position is recognized by financiers. They advised to put total cost in one lump sum and get the vote of confidence (so to speak) from the people. It will help creditability in the marketplace.

Rep Meekins: What happens in the 90's after Prudoe in regards to our bonding capabilities? We'll loose federal funds and have a very big added expense making them up.

Meeting adjourned at 3:50

March 23, 1978 Willis chairman 9:00 AM

Members present

Willis  
Bradley  
Ray  
Kerttula  
Huber

SB 413 passed

Capital Move Testimony

Mr. Rivkin of Rivkin & Assoc. testifying today on Juneau Impact.

They found Juneau to have large number of high income families and housing. Also, they found that government is Juneau's main industry. He spoke of a phased move which involved several factors: 1. Juneau will get bigger before it gets smaller by 4,000 even if the capital is voted to move. 2. There will be a major decline: 60% drop in employment the population will drop to around 16,000 income will decline the municipality will find it hard to make ends meet many complicated social ramifications vacant buildings subject to state custodianship. There are three "industries" Juneau could look forward to having move in: federal expansion (although, not very substantial), tourism would increase a little bit, fishing could be played up (perhaps bringing in 30 - 40 more people.

The impact of the move could be softened if some alternatives were used such as: leaving a large portion of the government in Juneau; and leaving the capital entirely in Juneau which would result in the population doubling in size in the same amount of time.

Senator Ray: Why do you say Juneau is going to grow another 4,000. Where did you get that figure?

Mr. Rivkin: 74 - 76 state employment rose by 2,437.

Senator Ray: What happened to building in Juneau after the capital move was voted on (before indemnification).

No building happened at all.

Senator Ray: What do you mean by influx of fishermen?

Mr. Rivkin: 20 - 30 new employees.

Senator Ray: You could start a retail store and employ more. Have you ever fished?! Explain what you mean by an increase in tourism.

Mr. Rivkin: More tour boats.

Senator Ray: They're just visitors they don't spend any money.

Mr. Rivkin: There's Eagle Crest.

Senator Ray: Juneau is paying for that, the state didn't think it worthwhile. Why don't you say we need brain surgeons or nuclear physicists?!

Senator Kerttula: If it doesn't move, how about moving just some of the departments?

Mr. Rivkin: Year after year positions are being moved.

Senator Huber: 59% of the government is in Anchorage already. We are already split. The other departments have been moved through the back door.

Mr. Rivkin: A split move would require a close look at Anchorage.

Senator Huber: In your growth assumption did you take in to account demand to streamline bureaucracy and the demand to serve more people with what you have?

Mr. Rivkin: I have no way of knowing who could be cut back.

Senator Huber: Do you think people would approve of bonds for Juneau?

Mr. Rivkin: They need to. There's room for maybe 300 - 400 more state employees in the existing facilities.

Senator Huber comments that his constituents don't want more expansion. They think he has it plush and that sessions are too long. You're figures are highly questionable.

Senator Ray: Are Hohman & McDowal experts in Juneau? Did they criticize your report?

Mr. Rivkin: They cut back on fish predictions. Didn't agree on tourism either.

Senator Ray: Did you make a public statement saying if you were an Alaskan, you would move the capital? Say yes or no.

Mr. Rivkin: It was taken out of context.

Senators Ray and Kerttula leave.

Mr. Hoppenfeld reads Mr. Rivkin's qualifications

Senator Willis: With the split move concept would all the central positions have to move?

Mr. Rivkin: No.

Adjourned 10:00 AM

March 23, 1978 Willis Chairman 1:35

Members present

Senator Huber  
Rep. McKinnon  
Rep. Kelly  
Rep. Dankworth  
Rep. Rudd  
Rep. Gardiner  
Rep. Miles

Mr. Hoppenfeld introduces Herb Berkowitz who gives an overview of the legislation: The CDC would have more power than the state government because it can authorize state loans and can override municipal decisions. The CDC determines make up of municipality and how it will change over to regular inhabitants. The concept of the CDC is that will go from the beginning to the end of the development of the city. This will cause some overlaps in the governing procedure. It will be very sticky. There will be a sunset clause which insures the dissolution of the CDC after a period of time.

Mr. Billy Barrier was present also and was asked to give a review of the memo which is attached. Raised the question of the constitutionality of the indemnifying Juneau and not Wasilla

Rep. Miles leaves.

Senator Huber: Do you consider the constitution of Alaska permissive or restrictive?

Mr. Berkowitz: A major constraint for legislation of this kind.

Senator Huber: When the Alaska Constitution is silent on an issue in this bill, do you consider it as being permissive?

Mr. Berkowitz: For this kind of legislation we have to put 95% of the flesh on the bones of the provision.

Rep. McKinnon: What precedent would repeal a municipal bill?

Mr. Berkowitz: There would be a very definite conflict of interests here.

Rep. Rudd: I believe the enabling legislation is still on the books. (It is, the city in question failed however)

Rep. McKinnon: What is the nature of that legislation?

Mr. Barrier: It assumes that the development entity will phase out gradually. It will still be around after the city's government has been fully functioning.

Rep. Rudd: Why was the figure 37,500 pop. used for phase out?

Mr. Hoppnefeld: To follow the mandante of the commission.

Rep. Rudd: How long till that figure is reached?

Mr. Hoppenfeld: By 1994.

The meeting is adjourned until tomorrow. 3:00PM

March 24, 1978 Willis Chairman 1:30

Members present

Senator Willis  
Senator Huber  
Representative Bradley  
Rep. Kelly  
Rep. Dankworth  
Rep. Miles  
Rep. McKinnon  
Rep. Lethin  
Rep. Rudd

Mr. Bill Barrier present also.

Mayor Overstreet: CDC allows to self government in Willow. Efficiency is not a good reason. We are not felones. Let democracy prevail.

Rep. Miles: What rights are Willowites going to loose?

Overstreet: Among other things they are not incharge of their own planning & zoning.

Rep. Miles: Government is for an on-going structur, not necessary for community that is being built.

Overstreet: Don't take away the right of self government.

Rep. Kelly: Why not split move - would really help Juneau.

Overstreet: Commission came up with split move when they found it cost too much.

Rep. Kelly: All central positions in one place not good. He's for scaling down size of the city.

Senator Huber: CDC ought to absolve right after all the private land is sold and the planning is done. There ought to be more provision for local control.

Recess

Rep. Dankworth: Favors a specific time for dissolving of CDC.

Senator Huber: There is nothing in initiative about a split move.

The remainder of the meeting was occupied with going over the bill section by section with Bill Barrier and Mr. Berkowitz.

The meeting adjourned at 3:40.

March 27, 1978 Willis & Bradley Chairing 2:00

Members Present

Kerttula  
Kelly  
Lethin  
Nakak  
Miles  
Dankworth

Public Testimony on capital move bills 553 554 HB537

Mrs. Berg of Juneau Senator Kerttula requested an attorney look over Mrs. Berg's claim. No objection.

Lee Stringer of Juneau: He brings up several points: 1. Money is raised from selling lots to employees of the State. Why haven't they been asked to participate in planning? 2. He doesn't approve of all central positions in one place. 3. Why doesn't the Mat-Su Borough float some bonds or help finance in some way, because they will be reaping all the benefit.

Rep Miles says that 50% of the people on CDC are state employees.

Lee Stringer is disappointed that the planning is costing so much as it was to be kept at a low impact level for the tax payer.

Rep Kelly mentions that the mandate says least amount of impact to Juneau residents, not tax payers.

Mr. Trevor Davis testifies. He and his father contributed money to buy land for the capital. There is room to grow to 100,000,000 in Juneau. This is the third time we've been attacked.

John Hartland of Fairbanks testifies regarding Mr. Westhoff of Dean Whitier testimony last week. John questions the fact that we will be able to keep up present bonding capabilities (100 million per year) because that same 100 million will be worth only 30 million in 1994.

Meeting recessed until 7:00 Tuesday evening March 28.

March 28, 1978 Willis & Bradley Chairing 7:15 pm

Members Present

Kelly  
Miles  
McKinnon  
Dankworth

Testimony of the capital move

Mr. Gordon Epperly of Juneau

Points out the Endangered Species Act. It specifies the habitat of the endangered species peregrin falcon is on site at willow. It is a federal law.

Recess 7:30

# Alaska State Legislature

## Senate

### Committee on State Affairs

Pouch V  
State Capitol  
Juneau, Alaska 99811



Official Business

MEMORANDUM

DATE: April 11, 1978

TO: Senate State Affairs Committee

FROM: Barney Eberhardt

REGARDING: Meeting held in the Governor's Conference Room  
at 11 AM on April 10, 1978

In attendance were Governor Hammond, Lt. Governor Thomas, Kent Dawson, Kieth Specking, Senator Willis, Senator Kerttula, Representative Bradley, David Rogers, Barney Eberhardt, Chuck Behlke, and Arliss Sturgulewski.

Senator Willis outlined the desire of the Joint State Affairs Committee to develop the basic move plan. He asked if certain individuals within the administration who have had experience with the Capital Site Planning Commission could devote a major portion of their time during the next two weeks to helping the Joint Committee. David Rogers read a list of names and Kent Dawson suggested a couple more. The Governor said these people would be made available to the extent time permitted.

Representative Bradley talked about the committee's need for help from the commissioners in determining the employees that would stay in Juneau. Governor Hammond pledged the full cooperation of his administration and said that the Lt. Governor and Kent Dawson would work with the committee staff.

SCR

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# STATE OF ALASKA

## OFFICE OF THE GOVERNOR

BUDGET & MANAGEMENT

JAY S. HAMMOND, GOVERNOR

POUCH AM — JUNEAU 99811  
PHONE 465-2213

December 31, 1977

The Honorable Al Ose  
State House of Representatives  
Box 832  
Palmer, Alaska 99645

Dear Representative Ose:

Attached you will find the Division of Budget and Management's response to SCR #1 concerning zero base budgeting (ZBB).

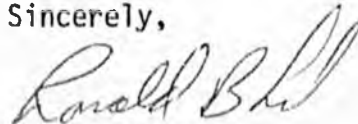
The information in the attachment basically explains the possibilities for a full zero base budget system in Alaska as well as a modified approach which could be considered prioritization budgeting. The specific proposal being made by me does not call for the full implementation of the ZBB philosophy in Alaska and therefore reduces some of the costs associated with implementation and possibly some of the benefits.

During our investigation of zero base budgeting possibilities we had the consulting firm, Management Analysis Center (MAC), that worked on the implementation of Alaska's current budget system, review the possibilities for the use of ZBB in Alaska. As part of their review they prepared a presentation to the Governor and his budget review group showing the steps required to implement ZBB and the possible benefits. Management Analysis Center personnel would be available to give a presentation on ZBB to the interested members of the Legislature.

To arrange for a presentation by the consulting group and to obtain further information on the subject please contact me at 465-2213.

Legislative Reference Library  
Legislative Affairs Agency  
Pouch Y State Capital  
Juneau, Alaska 99811

Sincerely,



Ronald B. Lind, Director  
Division of Budget and Management

Legislative Reference Library  
Legislative Affairs Agency  
Pouch Y State Capital  
Juneau, Alaska 99811

PROPOSALS FOR IMPLEMENTATION OF A ZERO-BASED BUDGETING  
SYSTEM FOR STATE GOVERNMENT OPERATIONS

Prepared by the Division of Budget and Management

In accordance with SCR 1, passed by the 1977 legislature, "zero-base budgeting" (ZBB) has been reviewed by the Division of Budget and Management for possible use by the State of Alaska. After our initial review and experimentation during this budget preparation cycle, we feel that there are definite advantages that could be gained by integrating some ZBB techniques into our formal process. The following is a description of this review and experimentation, plus summary proposals for integration of such techniques into the state budget process.

Consultant Proposal

A contract was entered into with the Management Analysis Center (MAC), the same consulting firm that initially designed our current budget system. MAC is a recognized authority on zero-base budgeting, having assisted in the design and implementation of ZBB in over 120 organizations, including the states of Texas and Delaware, the California Department of Health, and the Department of Corrections in both Illinois and Pennsylvania. This time, MAC was hired to demonstrate the use of ZBB concepts for Alaska, in part by recasting several existing budgets into a suggested ZBB format.

It may be noted that the consultant believed the most useful and practical elements of ZBB to be 1) the provision for budget requests to be prioritized, and 2) the provision for this prioritization to begin at a level below currently funded operations. ZBB would make a greater contribution to budgetary decision-making by providing several realistic options around the probable margin of decision rather than by attempting to provide specific cost justification for all existing resources on an annual basis. Such an exercise may be more successfully done in a periodic "Sunset" review rather than in an annual budget.

An outline of the ZBB system envisioned by MAC is as follows:

1. Each BRU or "decision unit" would be required to submit a budget for several specified funding levels, with the lowest level typically set below the current year authorization. These various levels would be assigned by the Governor's Office after preliminary budget review early in the fiscal year. A common range of assigned funding levels might be: a) no greater than 80% of current level, b) no greater than 90%, c) approximately current level, and, d) no greater than 120%. By assigning levels to each BRU, more alternatives below the current level may be required for those programs in which cutbacks are being considered, and more alternatives above the current level may be assigned when program expansion is the more likely direction.

2. At least two new "ZBB forms" would be used to express the incremental budgets. Examples drawn up by MAC are shown in Appendix A. A line-item distribution is presented for each funding level. "Program Performance" measures are also included for each level in an attempt to estimate the impact of each funding alternative on agency operations. The measures suggested are primarily workload oriented, in that they are directed more towards quantifying the actions of the agency rather than concentrating on the extent of the problem(s) being addressed, or on the impact of agency operations on the problem(s). This is because quantified "impact measures," or "condition of the world" measures, are both difficult to develop and often imprecise. It was the consultant's opinion that such measures are generally too crude to permit realistic estimates of their response to alternative program funding levels. Instead, the forms provide space for a general narrative description of program effectiveness at each alternative level.

In addition, the forms allow a brief narrative description of program activities to be funded at the specified level, plus any changes from current service levels that would be implied.

3. The ZBB forms provide space for the proposed line-item distribution of funds at each level, along with the number of positions that would be funded. By itself, the suggested ZBB system provides no further level of fiscal detail. In theory, the Governor's Budget Review Committee and the Legislative Finance Committees could forsake the line-item back-up shown on Forms 10-20 of our current budget system, and commit themselves to making somewhat broader resource allocation decisions based primarily on agency descriptions of program operations and impact at various funding levels. There would be less "fine tuning" of the budget, and little verification of agency figures, because the information needed to do it would not be readily available. Decisions would be made on budget "increments", or "packages" of additional funding, instead of on smaller items such as individual positions or an increase in travel funds. Fewer decisions would be made, though on the average each decision would involve more money and have more impact than before.

If the possibilities of "fine tuning" and of checking agency figures by the technical analysts are to be retained, the line-item back-up such as now provided on Forms 10-20 must be retained. The consultant suggests that these forms could be adapted to display sub-object costs by funding increment. For example, instead of displaying all contractual costs in three columns labeled "maintenance", "change", and "request"; such costs could be displayed in four columns representing the amounts to be added at each of four alternative funding levels. Such a display would be more difficult for personal services, but would be made easier by developing an Appropriated Personnel Budget Report that would calculate budget year annualized salary costs for each position, including benefits, so that individual existing positions could be added, deleted, and displayed more clearly.

It is in adapting a line-item budget to the ZBB format where much of the paperwork increase may occur. Instead of explaining telephone expense in two increments (i.e. "maintenance" and "change"), such expense may now be broken into four increments, each with its own explanation.

4. To retain an overall description of the program, and a discussion of its purposes, impact, problems, and legal context, something similar to Forms 1-3 of the current system should be retained. These forms are most often used as a starting point by committee members new to the budget process. Since our government is structured to provide for a periodic infusion of new decision-makers, it seems advisable to retain this aspect of the budget submission.

If the "front forms" of the budget are retained, both as an educational tool for new participants in the process and also as a means of maintaining the visibility of basic issues and policies underlying the program; and if the line-item back-up is retained so that agency costs and figures can be double checked and to provide detail needed for "fine tuning", then the "ZBB system" resembles our current format except that: a) the line-item detail is broken down into more increments, somewhat increasing its size and, b) supplemental "ZBB forms" would be submitted presenting a summary of each alternative, with the first alternative set at a level below the current year authorization.

#### Division Test Usage - FY 79 Budget

After a review of the consultant's proposal, our approach to the subject was to try to find the most useful and efficient way of incorporating prioritization of budget requests into our existing budget system. An experimental method to accomplish this was designed and tested over the past few months on approximately half of the FY 79 budget.

The main factors that determined the design of our test were as follows:

1. The belief that a composite prioritization of requests for a group of related BRU's would be more useful than separate prioritizations for each BRU. In other words, the importance of a particular request should be weighed against all other funding requests serving similar objectives, not just against those in the same BRU.
2. Information in the increments should be at a specific item level.
3. There should be a minimum amount of disruption and change for people actually preparing the detail budget levels.
4. Items with little discretion, such as formula grant programs, would be excluded.
5. The test would be an "add-on" to our existing budget procedures and not part of our formal submission this year.

In order to implement factor #1 (i.e. that composite prioritizations be prepared for groups of related CRU's), all existing BRU's first had to be formally arranged into such groups. We therefore organized the operating budget into 39 units called "cover programs," each containing a number of BRU's serving related goals and objectives. A full listing of our current "cover program" structure is included in Appendix D.

An example of a "cover program prioritization" submitted this year is included in Appendix B. In this sample submission, requests for discretionary funding increments for all ten BRU's in the "Community Development" cover program (Department of Community and Regional Affairs) are displayed and explained in a single rank order of priority. In this way, the agency offers its view of the relative importance of requested service increments across a broad range of community development programs.

Regarding factor #2 above, we felt that the requested funding increments should be expressed on the incremental package forms with greater attention to fiscal detail, identification of specific items, and with greater emphasis placed on specific justification of distinct requests rather than on more general statements estimating the overall impact of the entire increment. The primary reason for this is that decision-makers will often require the "specifics" in order to adequately understand what the funding increment represents. Agency statements of overall impact on service delivery will often be general, and the credibility of such statements will not go unquestioned. "Input-output" relationships for most State programs are not well defined or easily agreed upon. In addition, grounding the exercise in specific requests should make it clearer for the agencies, and therefore make it more likely that the prioritizations will be completed satisfactorily and on time.

Since this was the first test of our proposed system, prioritization was required only for those items representing General Fund increases on top of a "continuation" base. Full instructions to agencies concerning the prioritization exercise are included in Appendix C.

#### FY 80 Proposal

Our proposal for next year's budget is as follows:

1. Our existing budget format would be largely retained. However, the classifications of "maintenance" and "change" would be dropped, to be replaced by "continuation" and "addition". "Continuation" would basically include all existing resources (excluding one-time special costs), plus salary increase and inflation. All requests on top of continuation would be classified as "additions".
2. A new form would be created - Form 8. On this form, each BRU (except formula grant programs) would be required to show those items and related services within the continuation budget that would be best to delete if funding for the BRU were to be reduced to a percent below the current year authorization.
3. A supplement similar to our cover program prioritization experiment would be required of all agencies for their

operating budgets. The prioritization base would most often be set at a level below the cover program's current year authorization. All items/services displayed on Form 8, plus all requested "additions" above continuation, would be prioritized in increments above the Base. This would open up more possibilities for both the agencies and the various budget committees to recommend decreases in one area to offset increases in another.

Depending on how much additional work is generated and how useful the system is, a decision could then be made to lower the first increment level for the following year.

4. Prioritization of items within each increment would also be required. The current system has shortcomings because the size of the increments often exceeds the levels of funds available.
5. A prioritization for all cover programs within the same agency and category would also be required. The level of detail provided for this ranking would be much less than that for each cover program.

Appendix A

ZBB Example Drawn Up By Consultant

## BUDGET SUBMISSIONS

### SERVICE INCREMENTS FOR VOCATIONAL REHABILITATION

Service Increment/ Cost	Description of Services	Cumulative % of Current Year Budget	Program Impact
1 (Minimum) \$2486.6	Continue service to all current participants until they complete program. Accept only severely handicapped in budget year (30% of referrals)	65%	800 non-severely handicapped previously accepted into program will be refused. Rehab rate for those accepted will be 70%.
2 \$917.4	Add acceptance of all non-severely handicapped except drug addicts, alcoholics and public offenders	88%	400 drug addicts, alcoholics and public offenders previously accepted into program will be refused. Rehab rate for those accepted will be 70%.
3 \$952.4	Add acceptance of all drug addicts, alcoholics and public offenders. Brings to level of current program	113%	All referrals will be screened and all individuals capable of rehab will be treated. Rehab rate will be 60%.
4 \$173.4	Add an outreach program to generate 200-300 additional referrals and 100 acceptances. Build rehab center in Anchorage.	118%	Outreach program publicizes services. Rehab Center increases convenience of services—often handicapped must travel outside state to get service. Rehab rate will be 60%.

STATE OF ALASKA

BRU (Package) VOCATIONAL REHAB. (1 of 4)	BRU Code 02-22-06-00-00	BRU Manager MAC, Inc.	Date 5/19/77	Cover Program	Rank
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Statutory Basis

Alaska Statutes 23.15.00 through 23.15.210 and Public Law 93-112

Goals

To provide disabled Alaskans having a handicap to employment, the opportunity to engage in gainful work.  
For those individuals determined unemployable because of their disability, consideration for entitlement to cash benefits under Titles II or XVI of the Social Security Act.

Description of Operations for This Level

Provide treatment to all handicapped individuals presently in program as carryovers from previous years' programs; this constitutes approximately 740 severely handicapped (30%) and non-severely handicapped (70%) individuals.

Accept for treatment only severely handicapped referrals in accordance with policy of Public Law 93-112 (Rehability Act of 1973) which specifies that federal matching funds will be made available to states only if severely handicapped receive number one priority. Total number of accepts will be 350 based on total referrals of 1,150.

Changes From Current Operations/Impact on Program Effectiveness

Current program accepts for treatment all severely handicapped and non-severely handicapped individuals who are felt to be rehabilitable. Under this program level, no new non-severely handicapped individuals will be accepted for treatment (normally 70% of all accepts). Because of resulting reduction in total budget, number of individuals referred who are screened will be reduced by 50%, while the total number of individuals rehabilitated will be reduced in numbers by 325 per year. Follow-up services will remain about the same for those individuals rehabilitated.

Workload/Performance Measures	FY76 Actual	FY77 Expected	FY78 Planned	Resources Required	FY76 Actual	FY77 Authorized	FY78	
							Maint.	Recues
1) % of Referrals Screened	100%	100%	50%	Positions - this level				46
2) % of Referrals Accepted for Treat.	56%	60%	17%	- cumulative	83	83	80	46
3) # of Referrals Accepted for Treat.	1008	1145	350	Operating Expense - this level				
4) % of Those Rec. Treat. Who Were Rehab. 69%		69%	60%	- cumulative	3,287.0	3,855.0	4,356.4	2,482
5) # of Those Rec. Treat. Who Were Rehab 600		650	325	- % of prior year		117%	113%	6
6) % of those Rehab'd Who Rec:				Capital Expenditure - this level				
a) Follow-up for 4 Months +	85%	90%	85%	- cumulative				

STATE OF ALASKA

BRU (Package) VOCATIONAL REHAB. (1 of 4)	BRU Code 02-22-06-00-00	BRU Manager MAC, Inc.	Date 5/19/77	Cover Program	Rank
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Impact on Program Effectiveness & Other BRUs of Not Approving This Package

If this package is not approved, federal funding per public law 93-11C will be withdrawn from the state, leaving only general funds available for financing. If such were to occur, the rehab. program would have to be terminated.

Other Levels of Effort Identified

(2 of 4) \$917,400 - Add to Level I treatment population 400 non-severely handicapped individuals (excluding addicts, alcoholics and public offenders).  
 (3 of 4) \$952,400 - Add to Level I treatment population all non-severely handicapped individuals including addicts, alcoholics and public offenders (increase of 800 over number of Level I acceptances).  
 (4 of 4) - \$178,400 - In addition to Level III, implement a limited out-reach program to attract both severely and non-severely handicapped individuals for appraisal and possible treatment (generating 200-300 referrals and 100 new clients). Establish a major rehabilitation center in Anchorage municipality. Recommend that major subcontracts of services be required to use zero base budgeting in supplying cost-benefit of all recommended levels of support sources.

Object	Object Group Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Lev.
100	Personal Services	1,567.0	1,815.9	1,943.6	1,117.7	1,117.7
200	Travel	68.5	85.0	102.0	58.6	58.6
300	Contractual Services	293.3	344.2	361.1	2207.7	207.7
400	Commodities	10.8	23.0	23.4	13.5	13.5
500	Equipment	5.1	7.4	5.9	3.4	3.4
600	Land, Bldgs., Impr.	-----	-----	32.5	-----	-----
700	Grants, Claims, Shd. R.	1,342.3	1,579.5	1,837.9	1,085.7	1,085.7
800	Miscellaneous	-----	-----	-----	-----	-----
TOTAL		3,287.0	3,855.0	4,356.4	2,486.6	2,486.6

Alternative Means Considered for Accomplishing This Package

Alternative of sending severely handicapped outside the state for services and treatment in Washington (state of) which has more centralized treatment centers and more diverse training programs.

Fund. Code	Funding Source Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Lev.
002	Federal Receipts	2,555.6	2,632.3	2,708.4	1,989.3	1,989.3
003	Reqd. G. F. Match	577.3	617.0	623.9	497.3	497.3
004	Other General Fund	107.5	510.7	928.8	-----	-----
005	Inter-Agency Receipts	45.8	90.0	90.0	-----	-----
006	Program Receipts	.8	5.0	5.3	-----	-----
TOTAL		3,287.0	3,855.0	4,356.4	2,486.6	2,486.6
Positions		83	83	80	46	46
Capital Expenditure		-----	-----	-----	-----	-----



BRU (Package) VOCATIONAL REHAB. (2 of 4)	BRU Code 02-22-06 00-00	BRU Manager MAC, Inc	Date 5-19-77	Cover Program	Rank
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Impact on Program Effectiveness & Other BRUs of Not Approving This Package

State would not be adding to Alaska Statutes 23.15.00 through 23.15.210 in that Voc. Rehab. would not be offering services to all needy individuals in state, but rather would be providing services only to severely handicapped. If not approved, 70% of individuals with non-severe handicaps would be deprived of services.

Other Levels of Effort Identified

(1 of 4) - \$248,600 - Provide treatment only to those 740 handicapped persons who participated in previous year's programs. Accept only 30% of severely handicapped referrals as new clients.  
 (3 of 4) - \$952,400 - Add to Level I treatment population, all non-severely handicapped individuals, including addicts, alcoholics and public offenders (increase of 800 over number of Level I acceptances).  
 (4 of 4) - \$178,400 - In addition to Level III, implement a limited out-reach program to attract both severely and non-severely handicapped individuals for appraisal and possible treatment (generating 200-300 referrals and 100 new clients). Establish a major rehabilitation center in Anchorage municipality.  
 \*\*\*\* see below

Object Group	Object Group Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Level
100	Personal Services	1,567.0	1,815.9	1,943.6	1,530.1	412.4
200	Travel	68.5	85.0	102.0	80.3	21.7
300	Contractual Services	293.3	344.2	361.1	284.3	76.6
400	Commodities	10.8	23.0	23.4	18.4	5.9
500	Equipment	5.1	7.4	5.9	4.6	1.2
600	Land, Bldgs., Impr.	----	-----	32.5	----	-----
700	Grants, Claims, Shd.R.	1,342.3	1,579.5	1,887.9	1,486.3	400.0
800	Miscellaneous	----	-----	-----	-----	-----
TOTAL		3,287.0	3,855.0	4,356.4	3,404.0	917.4

Alternative Means Considered for Accomplishing This Package

Alternative of sending severely handicapped outside the state for services and treatment in Washington (state of) which has more centralized treatment centers and more diverse training programs.

Fund. Code	Funding Source Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Level
002	Federal Receipts	2,555.6	2,632.3	2,708.4	2,708.4	719.1
003	Reqd. G. F. Match	577.3	617.0	623.9	623.9	126.0
004	Other General Fund	107.5	510.7	928.8	71.7	71.7
005	Inter-Agency Receipts	45.8	90.0	90.0	-----	-----
006	Program Receipts	.8	5.0	5.3	-----	-----
TOTAL		3,287.0	3,855.0	4,356.4	3,404.0	917.4
Positions		83	83	80	63	17
Capital Expenditure					-----	-----
TOTAL CAPITAL EXPENDITURE					-----	-----

\*\*\*\*  
 Recommend that major subcontractors of services be required to use zero base budgeting in specifying cost-benefit of all recommended levels of support services.

BRU (Package) VOCATIONAL REHAB. (3 of 4)	BRU Code 02-22-06-00-00	BRU Manager MAC. INC.	Date 5/19/77	Cover Program	Rank
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<u>Statutory Basis</u>  Alaska Statutes 23.15.00 through 23.15.210 and Public Law 93-112	<u>Goals</u>  To provide disabled Alaskans having a handicap to employment the opportunity to engage in gainful work.  For those individuals determined unemployable because of their disability, consideration for entitlement to cash benefits under Titles II or XVI of the Social Security Act.
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Description of Operations for This Level

Accept all additional non-severely handicapped individuals who are referred for treatment and who are judged to be rehabilitable. This would include referrals in previously eliminated categories of drug dependency, alcoholism and public offenders. Increase in the number accepted would be approximately 400.

Changes From Current Operations/Impact on Program Effectiveness

All non-severely handicapped individuals referred, who are rehabilitable, will receive treatment and services. Services will not be provided on a first come-first serve basis for non-severely handicapped. Program effectiveness will increase to current maintenance levels where 100% are screened with 60% accepted for treatment. Total rehabilitated increases to 650 individuals, double that of increment 1.

Workload/Performance Measures	FY76 Actual	FY77 Expected	FY78 Planned	Resources Required	FY76 Actual	FY77 Authorized	FY78	
							Maint.	Request
1) % of Referrals Screened	100%	100%	100%	Positions	- this level			17
2) % of Referrals Accepted for Treat	56%	60%	60%		- cumulative	83	83	80
3) # of Referrals Accepted for Treat.	1008	1145	1145	Operating Expense	- this level			952.4
4) % of Those Rec. Treat. Who Were Rel	69%	69%	69%		- cumulative	3287.0	3855.0	4,356.4
5) # of Those Rec. Treat. Who Were Rel	650	650	650		- % of prior year		117%	113%
6) % of Those Rehabil. Who Rec:				Capital Expenditure	- this level			32.5
a) Follow-up for 4 Months+	85%	90%	90%		- cumulative			32.5
b) Follow-up for 1 Year+	50%	10%	10%	Total General Funds		684.8	1,127.7	1,552.7

BRU (Package)	BRU Code	BRU Manager	Date	Cover Program	Rank
Vocational Rehab (3 of 4)	02-22-06-00-00	MAC, Inc.	5/19/77		

Impact on Program Effectiveness & Other BRUs of Not Approving This Package

Services and treatment for non-seriously handicapped will be provided on a first come-first serve basis. Treatment would not be provided to drug dependency, alcoholism and public offender handicapping conditions.

Other Levels of Effort Identified

(1 of 4) - \$248,600 - Provide treatment only to those 740 handicapped persons who participated in previous years' programs. Accept only 30% of severely handicapped referrals as new clients.  
 (2 of 4) - \$917,400 - Add to Level I treatment population, 400 non-severely handicapped individuals (excluding addicts, alcoholics and public offenders)  
 (4 of 4) - \$178,400 - In addition to Level III, implement a limited out-reach program to attract both severely and non-severely handicapped individuals for appraisal and possible treatment (generating 200-300 referrals and 100 new clients). Establish a major rehabilitation center in Anchorage municipality. Recommend that major subcontractors of services be required to use zero base budgeting in specifying cost-benefit of all recommended levels of support services.

Object Group	Object Group Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Level
100	Personal Services	1,567.0	1,815.9	1,943.6	1,943.6	414.5
200	Travel	68.5	85.0	102.0	102.0	21.7
300	Contractual Services	293.3	344.2	361.1	361.1	76.8
400	Commodities	10.8	23.0	23.4	23.4	5.0
500	Equipment	5.1	7.4	5.9	5.9	1.3
600	Land,Bldgs., Impr.	----	-----	32.5	32.5	32.5
700	Grants, Claims, Shd.R.	1,342.3	1,579.5	1,887.9	1,887.9	401.6
800	Miscellaneous					-----
TOTAL		3,287.0	3,855.0	4,356.4	4,356.4	952.4

Alternative Means Considered for Accomplishing This Package

Fund. Code	Funding Source Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Level
002	Federal Receipts	2,555.6	2,632.3	2,708.4	2,708.4	-----
003	Reqd. G. F. Match	577.3	617.0	623.9	623.9	-- ----
004	Other General Fund	107.5	510.7	928.8	928.8	857.1
005	Inter-Agency Receipts	45.8	90.0	90.0	90.0	90.0
006	Program Receipts	.8	5.0	5.3	5.3	5.3
TOTAL		3,287.0	3,855.0	4,356.4	4,356.4	952.4
Positions		83	83	80	80	17
Capital Expenditure					32.5	32.5
TOTAL GENERAL FUNDS						957.1

STATE OF ALASKA

BRU (Package) VOCATIONAL REHAB. (4 of 4)	BRU Code 02-22-06-00-00	BRU Manager MAC, Inc.	Date 5-19-77	Cover Program	Rank
<u>Statutory Basis</u>  Alaska Statutes 23.15.00 through 23.15.210 and Public Law 93-112	<u>Goals</u>  To provide disabled Alaskans having a handicap to employment, the opportunity to engage in gainful work.  For those individuals determined unemployable because of their disability, consideration for entitlement to cash benefits under Titles II or XVI of the Social Security Act.				

Description of Operations for This Level

Limited out-reach program to bring in individuals (both severely and non-severely handicapped) for appraisal and possible treatment. Goal of program is to generate 200-300 additional referrals and accepts 100 additional individuals for services.

Establish one major rehabilitation center in Anchorage municipality to service and provide treatment to handicapped individuals in that portion of the state.

Changes From Current Operations/Impact on Program Effectiveness

Currently there is no active program to encourage referrals, or increase penetration of the department into that segment of the handicapped population who are unaware of the treatment available or reluctant to seek assistance. It is felt that the 200-300 additional referrals and the 100 accepts will come from this segment of the population.

Building a rehab. center in Anchorage will provide more continuous and convenient services to handicapped individuals who presently have to travel to other cities in order to receive services. A rehab. center will also eliminate \$80,000 of subcontractor services (and expenses) which are needed because of lack of adequate state-owned facilities in the central part of the state. A minimal increase in numbers of personnel will be required for the rehab. centers.

Numbers of individuals rehabilitated will increase to nearly 700 per year. The addition of three staff dedicated primarily to follow-up work will allow 100% follow-up at the four-month level and also will provide 50% of total rehabs with follow-up services up to one year after placement.

Workload/Performance Measures	FY76 Actual	FY77 Expected	FY78 Planned	Resources Required	FY76 Actual	FY77 Authorized	FY78		
							Maint.	Request	
1) % of Referrals Screened	100%	100%	100%	Positions	- this level			6	
2) % of Referrals Accepted for Treatment	56%	60%	60%		- cumulative	83	83	80	86
3) # of Ref. Accepted for Treat.	1,008	1,145	1245	Operating Expense	- this level			178.4	
4) % of Those Rec. Treat. Who Were Rehab.	69%	69%	69%		- cumulative	3,287.	3,855.	4,356.4	4,534.5
5) % of Those Rec. Treat. Who Were Rehab.	600	650	685		- % of prior year		117%	115%	118%
6) % of Those Rehab'd. Who Rec:				Capital Expenditure	- this level			750	
a) Follow-up for 4 Months+	85%	90%	100%		- cumulative				282.5

BRU (Package) VOCATIONAL REHAB. (4 of 4)	BRU Code 02-22-06-00-00	BRU Manager MAC, Inc.	Date 5-19-77	Cover Program	Rank
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Impact on Program Effectiveness & Other BRUs of Not Approving This Package

Not funding this package will result in a maintenance level program in 1978. An initial step towards setting up a statewide system of rehab. centers would not be taken.

Other Levels of Effort Identified

(1 of 4)--\$248,000--Provide treatment only to those 740 handicapped persons who participated in previous year's programs. Accept only 30% of severely handicapped referrals as new clients.  
 (2 of 4)--\$917,400--Add to Level I treatment population 400 non-severely handicapped individuals (excluding addicts, alcoholics & public offenders).  
 (3 of 4)--\$952,400--Add to Level I treatment population all non-severely handicapped individuals, including addicts, alcoholics and public offenders (increase of 800 over number of Level I acceptances).

Recommend that major subcontractors of services be required to use zero-base budgeting in specifying cost-benefit of all recommended levels of support serv.

Object Group	Object Group Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Level
100	Personal Services	1,567.0	1,815.9	1,943.6	2,095.3	151.7
200	Travel	68.5	85.0	102.0	107.0	5.0
300	Contractual Services	293.3	344.2	361.1	281.1	(80.0)
400	Commodities	10.8	23.0	23.4	24.6	1.2
500	Equipment	5.1	7.4	5.9	6.2	.3
600	Land, Bldgs., Impr.	---	---	32.5	32.5	-0-
700	Grants, Claims, Shd.R.	1,342.3	1,579.5	1,887.9	1,988.1	100.2
800	Miscellaneous	---	---	---	---	---
TOTAL		3,287.0	3,855.0	4,356.4	4,534.8	178.4

Alternative Means Considered for Accomplishing This Package

Capital expenditure of \$750K would be used to buy some subcontract services; however, state would in effect be renting the services and not buying them for long term use.

Fund. Code	Funding Source Description	FY76 Actual	FY77 Authorized	FY78 Maint.	FY78 Req. Cumulative	FY78 Req. This Level
002	Federal Receipts	2,555.6	2,632.3	2,708.4	2,708.4	---
003	Reqd. G. F. Match	577.3	617.0	623.9	623.9	---
004	Other General Fund	107.5	510.7	928.8	1,107.2	178.4
005	Inter-Agency Receipts	45.8	90.0	90.0	90.0	---
006	Program Receipts	.8	5.0	5.3	5.3	---
TOTAL		3,287.0	3,855.0	4,356.4	4,534.8	178.4
Positions		83	83	80	86	6
Capital Expenditure					782.5	750

STATE OF ALASKA  
OBJECT GROUP SUMMARY

BRU: VOCATIONAL REHAB.		BRU CODE: 02-22-06-00-00		BRU MANAGER: MAC, Inc.		DATE 5/19/77	DEPARTMENT: DIVISION: COVER PROGRAM:				
OBJECT GROUP No. Description		FY 76 Actual	FY 77 Authorized	FY 78 Maintenance	FY 78 REQUEST						TOTAL
					Package Number:						
					1 of 4	2 of 4	3 of 4	4 of 4	5 of	6 of	
100	Personal Services	1,567.0	1,815.9	1,943.6	1,117.7	412.4	413.5	151.7			2,095.3
200	Travel	68.5	85.0	107.0	58.6	21.7	21.7	5.0			107.0
300	Contractual Services	293.3	344.2	361.1	207.7	76.6	76.8	(80.0)			281.1
400	Commodities	10.8	23.0	23.4	13.5	4.9	5.0	1.2			24.6
500	Equipment	5.1	7.4	5.9	3.4	1.2	1.3	.3			6.2
600	Land, Buildings, Improvements	---	---	32.5	---	---	32.5	---			32.5
700	Grants, Claims, Shared Revenue	1,342.3	1,579.5	1,887.9	1,095.7	400.0	401.6	100.2			1,980.1
800	Miscellaneous	---	---	---	---	---	---	---			---
TOTAL		3,287.0	3,855.0	4,356.4	2,486.6	917.4	952.4	178.4			4,534.8

FUNDING SOURCE											
Code	Description										
002	Federal Receipts	2,555.6	2,632.3	2,708.4	1,989.3	719.1	---	---			2,708.4
003	Reqd. General Fund Match.	577.3	617.0	623.9	497.3	126.6	---	---			623.9
004	Other General Fund	107.5	510.7	928.8	---	71.7	857.1	178.4			1,107.3
005	Inter-Agency Receipts	45.8	90.0	90.0	---	---	90.0	---			90.0
006	Program Receipts	.8	5.0	5.3	---	---	5.3	---			5.3
TOTAL		3,287.0	3,855.0	4,356.4	2,486.6	917.4	952.4	178.4			4,534.8
Positions		83	53	80	46	17	17	6			86
Capital Expenditures		---	---	---	---	---	32.5	750.0			782.5
TOTAL GENERAL FUNDS		684.6	127.7	1,552.7	497.3	198.3	857.1	178.4			1,731.1

Appendix B

FY 79 Cover Program Prioritization

Sample Agency Submission

4 COVER PROGRAM FINANCIAL SUMMARY

BRU		PY ACTUAL	CY AUTH.	BY REQUEST	BY PAGE	GROUP I	GROUP II	INC #1	INC #2	INC #3	INC #4	INC #5	INC #6	INC #7	INC #8	INC #9	INC #10	
Municipal Lands Trustee	GF TOTAL	-0- -0-	61.7 61.7	143.2 143.2	79.7 79.7	-0- -0-	68.3 68.3	65.5 65.5										
Local Government Assistance	GF TOTAL	354.6 378.1	362.4 382.4	537.2 623.9	431.5 431.5	-0- -0-	103.7 103.7	60.1 60.1	22.7 22.7	22.9 22.9								
Local Boundary Commission	GF TOTAL	87.7 87.7	98.9 98.9	120.7 120.7	114.7 114.7	-0- -0-	6.0 6.0			6.0 6.0								
State Assessor Office	GF TOTAL	291.9 291.9	361.2 361.2	479.1 479.1	406.4 406.4	-0- -0-	72.7 72.7			22.7 22.7	30.0 30.0							
Municipal Revenue Sharing	GF TOTAL	16,645.1 16,645.1	18,729.7 18,729.7	20,009.4 20,009.4	20,000.8 20,000.8	-0- -0-	8.0 8.0			8.0 8.0								
National Forest Receipts	GF TOTAL	141.5 141.5	664.8 664.8	1,335.2 1,335.2	1,335.2 1,335.2	-0- -0-	-0- -0-											
Community Legal Assistance Grants	GF TOTAL	2.7 2.7	20.0 20.0	45.0 45.0	20.0 20.0	-0- -0-	23.0 23.0					23.0 23.0						
Community Planning Assistance	GF TOTAL	397.1 1,146.3	425.9 1,199.1	476.7 1,276.7	376.7 1,176.7	-0- -0-	100.0 100.0	14.0 14.0	40.0 40.0	46.0 46.0								
GRAND TOTALS		XXXXXXXXXX	See Page	XXXXXXXXXX	XXXXXXXXXX													
GEN. FUND																		
FUNDING SOURCES																		
Cover Program / Agency	% INCREASE OVER CY AUTH.	GF	%	%	%	%		%	%	%	%	%	%	%	%	%	%	%
Community Development Page 1		TOTAL	%	%	%	%		%	%	%	%	%	%	%	%	%	%	%

SIGNATURE OF AGENCY HEAD Lee M. Overman

*continued next page*

4 Y COVER PROGRAM FINANCIAL SUMMARY

BRU		FY ACTUAL	CY AUTH.	BY REQUEST	BY BASE	GROUP I	GROUP II	INC #1	INC #2	INC #3	INC #4	INC #5	INC #6	INC #7	INC #8	INC #9	INC #10
Administration and Support	GF TOTAL	397.3	426.2	561.6	481.0	30.6	50.0	17.7				32.3					
		418.6	426.2	609.3	481.0	30.6	93.7	61.4				32.3					
Community and Rural Development	GF TOTAL	703.8	1,290.1	1,152.4	1,152.4	-0-	-0-										
		1,513.4	1,571.1	1,436.4	1,436.4	-0-	-0-										
	GF TOTAL																
	GF TOTAL																
	GF TOTAL																
	GF TOTAL																
	GF TOTAL																
	GF TOTAL																
GRAND TOTALS		20,153.3	21,516.1	26,079.9	25,470.4	117.3	460.2	143.9	100.1	100.0	78.9	57.3					
FUNDING SOURCES	GEN. FUND	19,021.7	22,063.3	24,865.5	24,398.5	30.6	436.5	100.2	100.1	100.0	78.9	57.3					
	Federal Receipts	566.6	353.6	370.7	284.9	86.7	43.7										
	IAR	117.0	1,100.6	843.7	800.0		43.7	41.7									
COVER PROGRAM / AGENCY		% INCREASE OVER CY AUTH.	GF	12.7 %	10.6 %	10.7 %		11.2 %	11.6 %	12.0 %	12.4 %	12.7 %	%	%	%	%	%
Community Development			TOTAL	10.9 %	8.3 %	8.8 %		9.4 %	9.9 %	10.1 %	10.6 %	10.9 %	%	%	%	%	%
Page 2																	

SIGNATURE OF AGENCY HEAD Lee M. Anderson





4 X COVER PROGRAM INCREMENT

AMOUNT		PFT Pos.	ITEM	
GE	TOTAL		REASON FOR REQUEST / PROJECTED OUTPUT	INPUT DESCRIPTION
1.5	1.5	.5	Position release: This position was reclassified during FY '77 due to the formation of the Administrative Services Division.	Clerk Typist III to Secretary I
14.2	14.0		<p><u>Community Planning Assistance</u></p> <p>For "Community Profiles" series of mapped data displaying land status, existing structures and land use, public utilities and facilities, natural hazards, engineering and climatic data and future development potential.</p>	"Community Profiles"

Cover Program / Agency	Increment #	AMOUNT OF THIS INCREMENT			CUMULATIVE REQUEST			% INCREASE OVER CY. AUTH.		
		GE	TOTAL	PFT POS.	GE	TOTAL	PFT POS.	GE	TOTAL	
Community Development	Group 11	100.2	141.9	6.0	24,529.2	20,750.2	50	11.2 %	9.7 %	

4.1 COVER PROGRAM INCREMENT

AMOUNT		NET POS.	ITEM	
GF	TOTAL		REASON FOR REQUEST / PROJECTED OUTPUT	INPUT DESCRIPTION
40.0	40.0		<p><u>Community Planning Assistance</u></p> <p>For "Community Profiles" series of mapped data displaying land status, existing structures and land use, public utilities and facilities, natural hazards, engineering and climatic data and future development potential.</p>	"Community Profiles"
49.1	49.1	1.0	<p><u>Local Government Assistance</u></p> <p>Administration of a new office in Bethel. Because Bethel is the hub of over 50 municipalities and villages, we plan to open an office to better serve the pressing needs of officials and the public and gain closer cooperation with all who work in the area.</p>	Local Government Specialist III
11.0	11.0	.5	<p>This position is sole clerical support for Bethel office with full office responsibilities.</p>	Clerk Typist III - one-half position (second half included in Increment #1)

COVER PROGRAM / AGENCY	INCREMENT #1	AMOUNT OF THIS INCREMENT			CUMULATIVE REQUEST			% INCREASE OVER CY AUTH.		
		GF	TOTAL	NET POS.	GF	TOTAL	NET POS.	GF	TOTAL	
Community Development	Increment #1	100.0	100.0	1.5	24,500.0	26,500.0	51.5	11.5%	9.0%	

4 X COVER PROGRAM INCREMENT

AMOUNT		INCR #	REASON FOR REQUEST / PROJECTED OUTPUT	INPUT DESCRIPTION
GE	TOTAL			
46.0	46.0		<p><u>Community Planning Assistance</u></p> <p>For "Community Profiles" series of mapped data displaying land status, existing structures and land use, public utilities and facilities, natural resources, engineering and climatic data and future development potential.</p>	"Community Profiles"
5.0	5.0	1	<p><u>Municipal Revenue Training</u></p> <p>During the time of July-December each year, it is necessary to recruit in the time frame of regulations to the approximately 20 volunteer fire departments in the unorganized borough and to municipalities.</p>	Half-time Clerk Typist
11.0	11.0	2	<p><u>State Assessor Office</u></p> <p>To analyze the increased amount of statistics being processed by the State Assessor's office and Local Government Assistance Division on a 3-5-7 basis.</p>	Research Analyst (half-time)
9.0	9.0		<p>Expansion of yearly assessor training to include a course for advanced assessor training, plus increased enrollment.</p>	Regular Assessor Training
3.1	3.1		<p>Data processing, re-punching, programming and machine time for data processing, accounting, programming and machine time for State Citizen Renters Program and State Citizen Special Assessments.</p>	Data Processing
11.0	11.0	3	<p><u>Local Government Assistance</u></p> <p>To analyze the increased amount of statistics being processed by the Local Government Assistance Division (and with State Assessor's office on a 3-5-7 basis).</p>	Research Analyst 1 (half-time)
11.1	11.1	1	<p>Improvement in clerical support for unorganized borough and municipalities.</p>	clerk typist (1/2 time) - 100% clerk typist (1/2 time) - 100%

Cover Program / Agency	Increment #	AMOUNT OF INFO. INCREMENT			CAPITAL REQUEST			% Increase Over FY 1970	
		GE	TOTAL	REL. BSG.	GE	TOTAL	REL. BSG.	GE	TOTAL
Community Development	Group 1	100.0	100.0		24,720	10,000	81.0	11.0	100.0

4 X COVER PROGRAM INCREMENT

AMOUNT		PFT Pos.	ITEM	
GE	TOTAL		REASON FOR REQUEST / PROJECTED OUTPUT	INPUT DESCRIPTION
6.0	6.0		<u>Local Boundary Commission</u> Since approximately 80% of the municipalities to be served are located west and north of Anchorage and since annual travel costs would be saved by this one-time costs, the savings to the State would be substantial while increasing the overall effectiveness.	Move Local Government Specialist IV from Juneau to Anchorage.
11.9	11.9	1.0	<u>Local Government Assistance</u> To provide full-time clerical support for some office.	Clerk Typist III
30.0	30.0		<u>State Assessor</u> Conversion of applicable hand operations to machine processing as the volume of annual real property transfers continues to increase.	Data Processing for assessment sales ratio study.

COVER PROGRAM / AGENCY	INCREMENT #:	BY INCL. BE THIS INCREMENT			CUMULATIVE REQUEST			% INCREASE OVER CY. LAST.		
		GE	TOTAL	PFT POS.	GE	TOTAL	PFT POS.	GE	TOTAL	
Community Development	Group II	25.7	25.7	1.0	26,019.2	26,019.2	1.0	12.8%	16.0%	

4 X COVER PROGRAM INCREMENT

AMOUNT		PFT Pos.	ITEM	
GF	TOTAL		REASON FOR REQUEST / PROJECTED OUTPUT	INPUT DESCRIPTION
32.3	32.3	1.0	<p><u>Administration &amp; Support</u></p> <p>To enable the Department to actively pursue grant funding through private foundations, local communities, Universities and Federal programs to establish an intern management program. The program will enable smaller communities to increase the effectiveness of their local governments through the hiring of part-time and full-time intern management personnel.</p>	Grant Administrator
23.0	23.0		<p><u>Community Legal Assistance</u></p> <p>Due to Section 1403 of the Land Claims Settlement Act, many requests from village corporations relative to lands and conveyance are anticipated during FY '79. The village trust lands will be identified for urgent community need and ultimately transferred to the State in trust through negotiated agreements with BLM.</p>	Legal Assistance Grants

Cover Program / Agency	INCREMENT #	ANNUAL DELTA INCREMENT			CUMULATIVE REQUEST			% INCREASE OVER FY ANTH.	
		GF	TOTAL	REL.POS.	GF	TOTAL	REL.POS.	GF	TOTAL
Community Development	Group II	37.1	37.1	1.0	24,462.3	26,074.9	32.5	12.7%	10.9%

Appendix C

Instructions to Agencies - FY 79 Prioritization

STATE  
of ALASKA

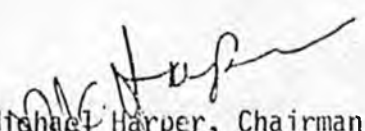
## MEMORANDUM

TO  ALL COMMISSIONERS

DATE September 13, 1977

FILE NO

TELEPHONE NO

FROM:  Michael Harper, Chairman  
Governor's Budget Review CommitteeSUBJECT Prioritization of FY 79  
Budget Requests

The Governor has often requested that budget proposals be presented to him in a manner which clearly displays his Commissioners' priorities, and the BRC has attempted to focus its discussions on services to be provided. To meet these informational needs, we have developed a supplement to our budget requirements which calls for most agencies to prioritize their incremental General Fund requests within each cover program for their FY 79 budget submissions. Even though this supplemental system is aimed at the increased funding requests, agencies should not think that this in any way means that their base requests are considered approved - they too must be justified. Attachment B contains a listing of the Cover Programs for which those prioritizations will be required.

The following is a general description of the system to be used and the reasoning behind it. Attachment A contains the specific instructions and forms to be used.

The system we have developed is partially an outgrowth of the recent debate over "zero-base" budgeting. The concept of zero-base budgeting is appealing in two respects: 1) it provides for budget requests to be presented in prioritized increments; and 2) it is structured such that the existing base of government operations is open to budgetary review to a much greater extent than under conventional budget systems. The major problem with zero-base budgeting is that it may be more time-consuming; and without careful planning, a disproportionate amount of additional time could be spent on what is realistically the least discretionary portion of the total budget. In addition, developing a budget in "incremental packages" from a zero base involves new accounting complications which, at this point, would do more to confuse than to clarify budget development and review.

The modified system we are now introducing for FY 79 budget review incorporates the element of prioritization into our existing budget system, but only for requests for new funds. A more complete system would, of course, require prioritization of items within the base. Specifically, we will be requiring that a composite prioritization for all BRU's within a specified group be prepared which accounts for a) all "change" requests on the Form 6's, b) all "maintenance" requests for additional personal services on the Form 5's, plus c) any other major "maintenance" items specified by Budget and Management after review of the Form 5 rough drafts. (Typically, prioritization will not be required for increases in formula grant programs.)

Responsibility for ranking these requests and for preparation of the forms to express these rankings will rest with the Commissioner. The format we are introducing for the prioritization will require usually no less than 4 and no more than 10 "incremental packages" for each BRU group. A "package" is defined simply as one or more request items grouped at the same priority level. The intention is to provide the Budget Review Committee with specific and practical funding level alternatives beginning at a low level and proceeding through roughly equivalent increments up to the full request.

Two new forms have been developed to standardize the process and aggregate the results. The first form basically provides for all new items requested at a particular priority level to be described and explained, including the expected impact of the proposed expenditure. The second form is a financial summary of the BRU requests in total and by increment.

Through the use of this mechanism, we hope that the BRC can focus on the services they want added and that the analysts can focus on the calculations of the funding required to produce those services. In other words, the analysts will spend most of their efforts in verifying and recosting items in the detailed budgets and the BRC will focus on the current service levels and the proposed service increments.

Budget officers of the affected agencies will be contacted shortly by Budget & Management for training in the implementation of this system.

Instructions for Form 4X (Cover Program Increment)  
and Form 4Y (Cover Program Financial Summary)

The basic procedure to be followed is that for each group of BRU's, the incremental general fund amount that is to be prioritized is calculated and the magnitude of the amount determines the number of prioritization packages that will be provided. All of the individual service increments that make up this amount are then prioritized, grouped and recorded on the appropriate forms.

We are asking for prioritized "packages" rather than simply a numerical ranking of each new item for two reasons: 1) The priority distinctions between new requests need not be as precise, since a number of new requests may be grouped in the same package at the same priority level; and 2) By limiting the size of each package, we want to be sure that agencies will not, for example, combine 15 positions together as one "item" and label "it" the number one priority.

The amount to be prioritized is calculated for the cover program by subtracting the "BY Base" and net transfers in "Group I" for all of the BRU's from the total request for all of the BRU's. These terms are explained below.

BY Base approximates the continuation cost for the unit based upon the current year authorization and is calculated for each BRU as follows:

Total Request. . .

- a) minus all "change" requests on Form 6 (regardless of funding source),
- b) minus all "maintenance" requests for increased personal services on Form 5 (except for normal salary increase, regardless of funding source). For new positions, deduct the total position cost shown on Form 13, including related line items.
- c) minus all transfers into the BRU planned for FY 79,
- d) plus all transfers out of the BRU planned for FY 79, and
- e) minus any other major "maintenance" items specified by Budget and Management after review of the Form 5 rough drafts.

NOTE: It is the responsibility of the agency to ensure that Form 5 rough drafts are submitted to the appropriate Budget and Management analyst for review prior to formal prioritization.

The first formal step in the process is to accumulate items a, b, c, d, and e as described above, and then to derive the BY Base for each BRU in the group. Items a - e should then be separated into two groups: Group I should contain all transfer items (c and d) plus all new items (a, b and e) funded entirely from non-General Fund sources; Group II should contain all other items. Note that for purposes of this prioritization, "General Fund" will include Required General Fund Match and all requests from the "Renewable Resources Fund", as well as Other General Fund.

The purpose for breaking the increments into these two groups is to provide a format to explain major adjustments to the cover program that are not increased General Fund costs (Group I), and to identify the amount and specific services to be prioritized (Group II).

Set aside Group I requests for the moment. They will need to be listed in a format specified further on, but only the Group II items will need to be prioritized. The next step is to determine the allowable size of each "incremental package" to be presented for the Group II requests.

Add up the total amount of General Funds requested for all Group II items for all BRU's in the group and apply the following schedule to determine the maximum allowable size of each prioritization group.

<u>Group II</u> <u>(GF)</u>	<u>then</u>	<u>Allowable Amount</u> <u>per Increment (GF)</u>
\$0 - 200.0		50.0
200.0 - 400.0		GF amount ÷ 4
400.0 - 800.0		100.0
800.0 or more		GF amount ÷ 8

Where division is used to determine the allowable amount per increment, round up the result to the nearest \$10.0. The following examples should clarify the process:

EXAMPLE:

<u>Group II</u> <u>(GF)</u>	<u>Allowable Amount</u> <u>per Increment (GF)</u>
1. \$ 156.5	\$ 50.0
2. 257.9	70.0
3. 643.5	100.0
4. 3,850.0	490.0

If a single item requires inputs, such as a contract which by itself exceeds the allowable amount per increment, and if that item is clearly indivisible (i.e. "all or nothing"); then that item should constitute a single increment by itself even though the "allowable amount per increment" is exceeded. Such instances should be rare and will be viewed by the BRC as an all or nothing situation.

STEP 1 The sample forms 4X and 4Y (attached) generally correspond to Example #2 above. In filling out the forms, begin with the Form 4Y. Enter the cover program title and agency at the lower left and list the BRU's in their "4A" order for that grouping in the left hand column. If more than eight BRU's are in that group, use two Form 4Y's and enter all totals on the second sheet. Complete columns "PY Actual" through "Group II" using the definitions of "General Fund", "BY Base", "Group I" and "Group II" given in this memo. The CY Authorized column should equal column 4 on Form 4 (i.e. not including the "RP" column).

The sample forms attached assume the following configuration of BRU's and relevant request items:

	<u>Funding</u>	<u>Relevant Request Items</u>	<u>Group Designation</u>
BRU I	100% GF	\$20.0, new position 27.9, new position 80.0 transfer <u>from</u> BRU II	II II I
BRU II	100% GF	\$100.0, new item - "all or nothing" contract 30.0, new position 45.0, new position 25.0, change item, grants (80.0) transfer <u>to</u> BRU I 30.0 transfer <u>from</u> outside BRU group	II II II II I I
BRU III	100% Fed	\$50.0 new position 75.0 new item, contract	I I
BRU IV	50% GF/50% Fed	\$20.0 new item, includes 10.0 GF/10.0 Fed	II

STEP 2 The next step is to prepare the listing of all Group I items, i.e., all transfers plus all items above BY Base that involve no State general funds. List in BRU sequence the Group I services and amounts in the central portion of a Form 4X as shown in the example. For this and for all other "incremental packages", more than one Form 4X may be used if additional space is necessary, though the totals should be recorded only on the last page of the "package". Be sure that all items listed are clearly identified with a particular BRU/component. The only way in which the general fund request may be affected by Group I is as a result of transfers with BRU's outside the group.

STEP 3 The next step is to prepare the prioritized packages displaying all Group II request items. The service(s) to be provided at a given increment level (i.e. in a given "package") should be entered in the central portion of the form. For each service: 1) enter the BRU/component where the item is being requested; 2) enter the dollar request in the "Amount" columns (all requests from the "Renewable Resources Fund" should be entered in the General Fund column with an explanatory notation); 3) explain the reason for the request, and explain what the requested expenditure or position(s) would accomplish, work at, or allow ("projected output"); and 4) briefly describe what the request is (i.e. describe the requested "resource inputs" - position titles, etc.). In most cases, this information should be directly transferrable from Forms 5 and 6. The listing of items within a package should be in BRU order, and does not have any relationship to their relative priority.

STEP 4 When the Form 4X's have been completed for the BRU group, return to Form 4Y and complete the "increment columns" on the right as shown in the example. Note that the percentages

requested along the bottom of Forms 4X and 4Y represent cumulative percentage increases over CY Authorized. For example, the percentage increases derived for Increment #3 may be arrived at as follows:

$(\text{BY Base} + \text{Group I} + \text{increments 1, 2 and 3}) \div (\text{CY Authorized})$

Follow the example closely with a calculator at hand to become familiar with the format and the placement of specific information on the forms. The signature of the agency head must appear on Form 4Y.

When all Forms 4X and 4Y have been completed for a BRU group, the original forms plus 1 copy should be submitted to Budget and Management. Due dates are shown on Attachment B for each BRU group to which this supplement applies.

Attachment B

<u>Agency</u>	<u>BRU's</u>	<u>Cover Program</u>	<u>Due Date</u>
Public Safety	Fire Safety Traffic Safety - Federal Projects Traffic Safety - Projects Coord. Driver/Vehicle Services Vehicle Weight Enforcement	Life & Property Protection	October 5
Military Affairs	Civil Defense Search & Rescue National Guard	Life & Property Protection	October 5
Education	Financial Support Program Correspondence Study Professional Teaching Prac. Comm. Executive Administration Administrative Support Program Evaluation New Legis - Bilingual School Hot Lunch	Elementary & Second- ary Education	October 5
Education	State Museum AK Public Broadcasting Commission AK Blue Book State Library	Education, Informa- tion & Cultural Svcs	October 5
H&SS	Assistance Payments Program Services Social Services Soc. Svcs Admin & Support Eligibility Determina- tion QC Collection Agency	Social & Economic Assistance for the General Population	October 6

<u>Agency</u>	<u>BRU's</u>	<u>Cover Program</u>	<u>Due Date</u>
H&SS	Adult Confinement Juvenile Confinement Probation & Parole Parole Board Corrections Admin.	Offender Confinement Reformation & Supervision	October 11
Public Safety	Office of Commissioner Research & Planning Community Relations Detachments & CIB AST - Headquarters Records & Identification Lab Services Central Communications Housing Training Academy Narcotics	Crime Identification & Apprehension	October 11
Governor's Office	Public Defender	Due Process	October 11
Law	Prosecution	Due Process	October 11
H&SS	API Harborview Regional Community DD Regional Community MH Mental Health Admin. Alcoholism & Drug Abuse Contract Forensic Services State Council for Persons with Developmental Handicaps	Mental Health & Developmental Disabilities	October 24
H&SS	Public Health Nursing Communicable Disease Environmental Health Family Health Laboratories Certification and Licensing Public Health Admin. Emergency Medical Svcs Medicaid General Relief - Medical Public Assistance Admin.	Public Health	October 24
H&SS	Planning & Research Health Information Systems Vital Statistics	Health Information, Planning & Research	October 24

<u>Agency</u>	<u>BRU's</u>	<u>Cover Program</u>	<u>Due Date</u>
Administration	Commissioner's Office Internal Audit Admin Services State EEO Personnel Accounting Purchasing Property Management Risk Management Central Mail Central Duplicating Archives Leasing & Facilities Data Processing Labor Relations Agency Retirement & Benefits	Centralized Administrative Services	October 27
Governor's Office	Executive Office Contingency Fund Executive Mansion Policy Development & Planning Growth Policy Council Budget & Management Lt. Governor Volunteer Services Special Projects Ofc	Executive Operations	October 27
C&RA	Municipal Lands Trusteeship Local Government Asst. Local Boundary Comm. State Assessor's Ofc Municipal Revenue Sharing National Forest Receipts Community Legal Assistance Grants Community Planning Asst. C&RA Admin & Support Community & Rural Devel.	Community Development	November 7

<u>Agency</u>	<u>BRU's</u>	<u>Cover Program</u>	<u>Due Date</u>
Natural Resources	Land & Water Mgmt Land & Water Admin. Cadastral Engineering Land & Water Districts Forestry New Legislation Water Management	Management of Land and Water Resources	November 9
Natural Resources	Geological & Geophysical Survey Mineral & Energy Management Oil & Gas Conservation Royalty Oil & Gas Board	Management of Mineral and Energy Resources	November 9
Natural Resources	AK Conservation Corps District Operations Park Management Statewide Programs	Parks & Recreation	November 9
Public Safety	Detachments Director's Office Aircraft Vessels	Protection of fish and Wildlife Resources	November 9
Environmental Conservation	Water Programs Terrestrial Programs Program Coordination Admin & Support Regional Offices Pipeline Monitoring Oil Pollution Control	Environmental Conservation	November 9
Fish & Game	Habitat Protection Habitat Pipeline Surveillance	Environmental Conservation	November 9
Fish & Game	FRED Commercial Fisheries Sport Fisheries Vessels	Fisheries Resource Conservation	November 9
Fish & Game	Game	Game	November 9