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A--STAFF

SALARY

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54

Point Ranges for Overall Evaluation Levels

Outstanding

180-200 Points

Excellent

140-179

Satisfactory

100-139

Minimally Acceptable

60-99

Unsatisfactory

40-59

The total number of points is determined by adding the point value for each performance area. The possible point range is 40-200. The point spread was determined by applying an approximate 15% spread above and below the min-point of each performance level.

ALASKA STATE SENATE

JOE F JOSEPHSON



August 9, 1983

Ms. Mercedes Alderson
P.O. Box 103361
Anchorage, Alaska 99510

Dear Ms. Alderson:

Thank you for your most interesting letter regarding the course selection and funding at the University of Alaska, Anchorage. My apologies for this belated reply.

I recognize that UAA's campus population is the largest in the state and that the needs of Anchorage's citizens should be addressed both academically and in terms of additional expansion of the UA facilities. However, the University is a quasi-independent tier of state government; it establishes its own funding priorities and course selection.

As a Member of the Budget Conference Committee, I worked to secure adequate funding for the Anchorage campus; however, to my regret, Governor Sheffield reduced some important items by veto.

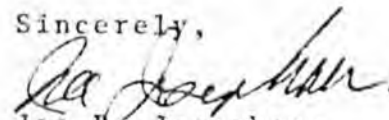
I would suggest that you write directly to the University of Alaska President and to the Board of Regents voicing your concerns. I have enclosed a list of their addresses.

Finally, the University's disclaimers that some courses may not be offered because of funding limitations may arise from legal advice that tells the University the disclaimer is needed to avoid exposure to possible suit.

If I may be of further assistance to you, please let me know.

With best wishes, I am

Sincerely,


Joe F. Josephson

JPJ:rak
Enclosure

UNIVERSITY OF ALASKA

BOARD OF REGENTS

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 427 1st Ave., Fairbanks 99701
 318 4th St., Juneau 99801
 Box 1111, Fairbanks 99701
 107 Bunnell Bldg., U of A, Fairbanks 99701
 P.O. Drawer 4-N, Anchorage 99508
 SRA Box 1737, Anchorage 99507
 P.O. Box 1, Fairbanks 99707
 730 L., St., Anchorage 99501
 P.O. Box 600, Anchorage 99510
 c/o NANA, 4706 Harding Drive, Anchorage 99503

	<u>Phone</u>	<u>Office Address</u>	<u>Mailing Address</u>
<u>PRINCIPAL ADMINISTRATIVE OFFICERS</u>			
Dr. Jay Barton President	474-7311	University of Alaska	101 Bunnell Bldg. 303 Tanana Drive Fairbanks 99701
Dr. Sherman Carter Executive Vice President and Vice President for Finance	474-7448	University of Alaska	101 Bunnell Bldg. 303 Tanana Drive Fairbanks 99701
Dr. George West Vice President Academic Affairs and Institutional Planning	474-7582	University of Alaska	102 Bunnell Bldg. 303 Tanana Drive Fairbanks 99701
Ms. Astrid de Parry University Legal Council	474-7259	University of Alaska	104 Bunnell Bldg. 303 Tanana Drive Fairbanks, 99701
Roger Harms, Assistant to the Pres. for Regents' Affairs & University Relations	474-7908	University of Alaska	107 Bunnell 303 Tanana Drive Fairbanks, 99701
<u>UNIVERSITY OF ALASKA, FAIRBANKS</u>			
Dr. Patrick J. O'Rourke Chancellor	474-7112	University of Alaska Fairbanks	7th Fl., Greening Bldg. 314 Chandalar Ave. S. Fairbanks, 99701
<u>UNIVERSITY OF ALASKA, ANCHORAGE</u>			
Dr. David Outcalt Chancellor	786-1410	University of Alaska Anchorage	3211 Providence Dr. Anchorage 99508

Mercedes Alderson
P.O. Box 103361
Anchorage, Alaska
99510
April 30, 1983

Senator Joe Josephson
Pouch Co.
Juneau, Alaska 99811

Dear Senator Josephson,

As I am enrolling again in the University of Alaska here in Anchorage, I noticed that certain sections of Biology, Art, Applied Statistics, etc. are not or may not be funded during the fall registration.

I would like to point out since the University of Alaska (Anchorage) will be changing the grade system in order to eliminate those who are not really eligible, I believe the educational system should be funded in order to provide our future citizens and residents with a higher caliber of community life as these students are our future.

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Please, note also, that Unchange attracts more students than our parent, Fairbanks, if for no other reason than greater and a more Progressive style of life, therefore, our Ministry here badly needs the highest quality of education that can be available for those who gladly and are eligible. We have in excellent staff, as please do not fail us.

Yours truly
Mervyn Anderson

UNIVERSITY OF ALASKA, ANCHORAGE



3211 Providence Drive
Anchorage, Alaska 99508

CHANCELLOR'S OFFICE

July 28, 1983

Senator Joseph Josephson
1526 F Street
Anchorage, Alaska 99501

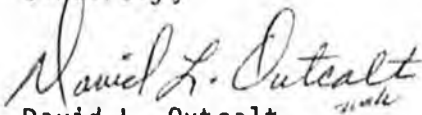
Dear Senator Josephson:

Thank you very much for your strong efforts on behalf of the University of Alaska, Anchorage this past legislative session. We, of course, are still awaiting with interest the Governor's action on both the operating and capital budgets.

I have enclosed a copy of the Report of the Interim Accreditation Team. Please recall that the regular accreditation evaluation took place in the Fall of 1979. The purpose of the interim visit was to ascertain whether or not the full ten-year period should elapse before the next full accreditation evaluation or if an earlier one would be required. While UAA was fully accreditable in the Fall of 1979, and while accreditation was in fact provided, that accreditation team identified a series of serious problems.

You will observe that even in the restrained wording of an official report, the Interim Team was delighted and surprised by the progress that UAA has since made. As a result, they have recommended, and the Northwest Association has concurred, that the full ten-year accreditation period be allowed to continue. However, they have identified some matters that they believe need our attention (actually, we have identified more). They are summarized on page 8 of their Report. Some of those matters we will attend to internally, other matters require system-wide University of Alaska attention, and finally, there may need to be some legislation. If the latter is the case, we will be in touch with you in due course.

Sincerely,


David L. Outcalt
Chancellor

jw

Enclosure



NORTHWEST ASSOCIATION OF SCHOOLS AND COLLEGES
COMMISSION ON COLLEGES

Report of Interim Evaluation Committee
to
University of Alaska - Anchorage
Anchorage, Alaska

April 11-12, 1983

Interim Evaluation Committee

Mrs. Janet S. Hay,
Chairperson

Public Member
Commission on Colleges

Dr. Dale R. Comstock

Dean of the Graduate School
and Research
Central Washington University

Dr. Ellis E. McCune

President
California State University,
Hayward

A confidential report to the Commission on Colleges
that represents the views of the Interim Evaluation Committee

INTERIM REPORT
UNIVERSITY OF ALASKA - ANCHORAGE
ANCHORAGE, ALASKA

The University of Alaska - Anchorage (UAA) has made significant changes since the visit of the 1979 evaluation team. Although some problems exist, they are the difficulties typical of a young, rapidly growing institution which is trying to respond to the demands of a dynamic metropolitan area. One administrator described UAA as an immature institution in the process of achieving maturity. The team was favorably impressed with the quality of the academic programs offered at UAA, with the vigor of the institution as a whole, and with the response of the administration to the 1979 recommendations, especially in the area of planning for the next eight years.

I. INSTITUTIONAL OBJECTIVES AND STATEMENT OF PURPOSE

The University of Alaska system has recently revised the mission statements for the system and for each of its institutions. The UAA statement of mission, goals and objectives which was revised in the Fall of 1982 emphasizes programs appropriate to urban and regional development in a far north environment and sets forth definite goals. A preliminary master plan for campus development of academic programs and capital construction over the next eight years was published in January 1983. Although the realization of these goals depends on increased legislative appropriations for capital construction and operating budgets, there is every indication that these goals will be achieved. Adoption of this plan by the Board of Regents, strong support of UAA development by legislators, and vigorous community support from both business and industry and the general public augur well for the future of UAA.

UAA is located just across the street from Anchorage Community College. Until 1977, UAA was a senior college and offered only upper division courses; ACC had a strong transfer program. When UAA became a four-year institution in 1977, friction developed between the two campuses in competition for resources, students and space. The 1979 evaluation team was concerned about this rift. Today, thanks to sensitive administrative leadership, cooperation and good will exists between the two institutions. They share the campus center, the bookstore, security, the library and the physical education facility. Academic articulation is facilitated by a joint UAA-ACC Committee.

A Statewide Assembly (of the University of Alaska system) with faculty and staff representatives from all institutions deals with matters such as articulation of academic programs between institutions. The Assembly recently adopted a statewide core curriculum and is in the process of identifying specific courses at all institutions, community colleges as well as universities, which will meet the requirements of the core.

On the UAA campus the Academic Affairs Board of the faculty Senate is developing policies and procedures for review of current academic programs and to plan for those anticipated in the future. Planning

efforts are moving along well being driven by a capable and dedicated administrative team, by strong enrollment pressures and by community demands for certain new offerings. Planning efforts have been impeded by inadequate systems for the collection, organization and summarization of data from academic, student and financial files and by an inadequate number of professional staff with the responsibility for institutional research.

II. FINANCE

In 1979 UAA, as well as the entire UA system, lacked an image of fiscal responsibility due to a \$4 million "deficit" discovered three years before. The deficit did not really exist but was the result of inadequate accounting and data processing procedures. These procedures have been revised and corrected, and this has improved the credibility of UAA's financial operations with the legislature. As a result, the number of specific line item appropriations to the UA system has been reduced from 69 in 1979 to six in FY 1983. There is speculation that within the next five to ten years there will be one lump sum appropriation to the Regents for the operation of the whole system.

The state support of UAA is adequate and this institution's share of the funds allocated to the total state system appears to be a fair share.

Financial planning within the institution is tied to program development and the long prioritized lists of specific items which were once submitted to the legislature (called the "string of pearls" approach by one administrator because the string was clipped off a bit by each review body on the way to the appropriation) have been consolidated into the requests of each academic division.

UAA and Anchorage Community College budgets and accounts are now separate except for those of shared services. However, historical summaries of income from various sources and of expenditures by major category are not available on a routine basis. Inadequate computerized data collection, retrieval and summary is a problem in every administrative unit of the university. Many jobs which are computerized at most universities are done by hand at UAA. The problem is antiquated hardware and software in the system central office. Plans for a modern system are underway but it will be at least two years before it is in operation.

III. PHYSICAL PLANT, MATERIALS AND EQUIPMENT

At the time of the 1979 visit, equipment replacement and maintenance was a problem, but the situation has been remedied. The state has funded repair and maintenance fairly well for the last two or three years through operating budgets. Although funds for large projects are administered by the system office, funds for renovation and remodeling are contracted locally.

New facilities standards were introduced about six months ago that will help to generate sufficient space, especially for laboratories.

Revision of the general education program will create a greater demand for laboratories and new equipment will be needed to meet the needs of growing areas such as engineering. Space is expected to be adequate but funds will be needed for remodeling and for equipment.

Three new buildings are scheduled and space presently occupied by the administration will be remodeled to make additional classrooms when offices are shifted to the new administration building later this year. There will be a 60% increase in classrooms next Fall. In general, the academic and administrative offices are well-housed and well-equipped.

A number of facilities are shared by UAA and ACC, and UAA is responsible for all plant maintenance of both campuses, receiving the funds through its budget. This accounts for the rather large proportion of staff to faculty positions.

IV. LIBRARY AND LEARNING RESOURCES

The library of UAA is making substantial progress towards establishing adequate and dependable support of the instructional research and public service programs of the University. The committee found that faculty in all departments and programs receive good response from the library in acquiring books, periodicals and other library materials that are requested.

The majority of funds for acquisitions continue to appear in the capital budget appropriation instead of the operating budget. This problem was recognized in Recommendation 17 of the 1979 report. The institution needs to continue to address this problem in order to establish a regular operating budget for the book fund to permit adequate support for the instruction and research programs of the university.

There also appears to be an impending space problem for this extensive acquisition program. Some alleviation of the problem will occur as other administrative and classroom space becomes available next year to allow the library to expand in its present location.

If UAA is to establish doctoral level programs five to ten years out (the preliminary master plan indicates a Ph.D. in psychology is projected). It is not too early for the library and the faculty in psychology to begin building a collection to support such an endeavor.

Although most academic areas are well satisfied with library services and support, there is considerable dissatisfaction with the almost complete absence of audio-visual materials and support. Central services are needed in this area if UAA is to adequately support instruction.

V. EDUCATIONAL PROGRAMS

UAA has made great progress since the last visit in streamlining its academic programs. Some programs have been eliminated, courses not taught have been removed from the catalogue, an Academic Affairs Board (a committee of the Academic Senate) does an effective job of reviewing all proposals for new courses, new programs, program changes and deletions, a new Academic Program review process is being established to review all instructional programs at 3-5 year intervals, unit requirements for majors and for graduation have been reduced and plans for doctoral programs have been abandoned.

No fundamental new programs are being projected. A well-thought out long-term plan has been developed in tentative form, and will be revised as additional data become available.

Although there are still too many programs for the number of faculty available to offer them, the University is making every effort to adjust to reality. Strong pressures to offer a wide range of programs in response to local demands, are countered by strong pressures to reduce offerings to a level consistent with available manpower.

Additional larger classrooms will be available next year and these will require adjustment of attitudes and teaching techniques for the faculty. Innovative instructional techniques have been developed in the School of Nursing and in the Justice Center that make their programs widely accessible.

There is a large part-time program in some areas, and some continuing education offerings in a few areas. A high priority has been put on accreditation for engineering; long-term plans call for accreditation in other areas such as business.

The academic programs are strong and well supported, but additional resources will be needed to meet the demand for computer applications.

VI. CONTINUING EDUCATION AND SPECIAL INSTRUCTIONAL ACTIVITIES

Continuing education is contracted by the departments and schools, there being no university office for that purpose. Nursing, Education and Justice have fairly extensive offerings, and a few courses are offered in other departments. There are cooperative efforts with the Fairbanks and Juneau campuses, and with Anchorage Community College, to make some course work available in specialized areas.

VII. INSTRUCTIONAL STAFF

A well organized, handsomely-printed Faculty Handbook now exists, together with a compilation of policies and procedures. Although no formal statement of academic freedom appears to exist, it is understood that the AAUP statement governs.

The question of salary increment inequities raised by the previous team appears to have been a short-lived problem associated with the separation of UAA and ACC, and related to the fact that ACC is in collective bargaining. It is no longer an issue.

A total of almost \$200,000 is now available for faculty development. A \$100,000 direct appropriation is supplemented by funds for research, travel and other University funds. Awards are made in accordance with criteria approved by the Senate, and are recommended by an allocation committee appointed by the Senate which advises the Vice Chancellor for Academic Affairs.

The Senate has asked recently to attempt to simplify what is generally considered to be a very cumbersome promotion and tenure review process. Standards and criteria have been established but the formal process requires heavy commitment of time by faculty and administrators. The present requirement that all faculty be reviewed every year is burdensome and will probably be revised.

Faculty have a five-part work load; 3/5 teaching, 1/5 research and 1/5 service. The normal teaching load is 9 hours, or three courses per semester, except in the Justice Program where legislatively mandated research funded on a statewide basis results in a two-course load with an increased research requirement.

A new policy calling for merit salary increases may complicate the review process. Unless merit pay is well-funded, the required review may be considered unproductive.

Promotion and tenure decisions are made by the President of the University on recommendation of the Chancellor.

Judged by standards in effect in other states, the faculty is well-compensated and well supported. Faculty morale seems high, turnover is low, and faculty-administration relations are excellent. The faculty is deeply and effectively involved in University governance.

VIII ADMINISTRATION

The University of Alaska system is governed by an eleven member board of trustees. They are aware of the political problems that exist when the older, more mature institution is located in a stable population area and the new emerging institution is located in a growing metropolitan area. The Regents appear to make a conscientious effort to allocate resources and programs in a reasonable and equitable way among the diverse institutions in the state system.

Until 1979, turnover of the system's top administrators was a problem. The current president has occupied that post since 1979 and has given a great deal of stability and direction to the system and to the Regents' procedures in budget preparation and program review.

Turnover of top administrators has been a problem at UAA also. The present administrative team members are capable, enthusiastic and very well received by the faculty. They have made significant progress in developing policies and procedures for program review, budgeting, academic policies and personnel policies since 1979. Although much work remains to be done, it is only a matter of time before these tasks will be accomplished in the opinion of this evaluation team.

All deanships are now filled by regular appointments except Education which has an acting dean. A search process now underway will be concluded shortly.

Concerns expressed in the previous report about the work load of deans have not been entirely resolved, though progress has been made. The deans of Nursing and of Arts and Sciences are now full-time, twelve month deans; all others do some teaching. The two full-time deans have associate deans.

A proposal to combine Engineering, Business, Education and Justice into a College of Professional Studies with a full-time dean was resisted. Current plans are to provide a non-academic employee or administrative services officer to give administrative support to the four school deans. The success of this approach will depend upon the willingness of those involved to make it work.

IX. STUDENTS

The problems noted by the 1979 team were apparently transitory, and resulted from the then-recent separation of UAA from ACC. The problems have been resolved and student records appear to be satisfactorily managed.

Currently there is interest in providing student housing at UAA, which now has none. Most University personnel do not regard housing as the highest priority in University development but legislative action is expected to begin the planning process for such housing.

The Director of Athletics reports to the Chancellor. A study by the Intercollegiate Athletic Board and accepted by the Regents, recommended that UAA compete at the NCAA Division II level. Intercollegiate athletic competition is limited to winter sports, both men's and women's. The University competes well in these areas, although costs are high because of the travel required. The program is appropriate for the institution and is supported by the community. It would be advantageous if the institution were allowed to build an athletic reserve fund from gate receipts. Current state law prevents local income as well as state appropriations from being carried over to another fiscal year.

X. RESEARCH

It appears that UAA is making progress in providing budgetary support for faculty research and development efforts, faculty travel for presentation of research papers, and summer research appointments. Further, there is moderate activity in seeking outside research monies. This effort ought to be expanded with the necessary academic administrative support services from the office of the Vice-Chancellor for Academic Affairs. Perhaps a faculty associate might be rotated into the Vice-Chancellor's office each year to promote and disseminate external funding opportunities for faculty research and to serve as a point of contact for external agencies turning to the University for research assistance. Without someone with the interest and assigned responsibilities in this area, research activity and financial support for such activity will continue to be spotty. Further, it would seem unreasonable to develop graduate programs in areas without a substantial amount of research activity among the faculty. Now is the time to expand and strengthen such activities to provide the base for graduate programs and for support of UAA regional responsibilities in research and public service as enunciated in the University mission statement.

XI. GRADUATE PROGRAM

The University has been responsive to Recommendation 10 and 11 of the 1979 report in several ways. Some graduate programs have been deleted or consolidated. Further, the 1979 projected plans for doctoral degrees have been scaled back. Although the preliminary Master Plan still indicates that discussions are progressing on a potential Ph.D. program in Psychology, the administration agrees that doctoral programs should not be considered during the 1983-88 planning cycle.

The Interim Evaluation Committee re-affirms and extends the recommendations of the 1979 report that doctoral programs should not be considered during the 1983-88 planning cycle.

Other needs have greater priority. Further, it has not been established that there is need for Ph.D. programs at UAA in the current planning cycle.

UAA should consider establishing a University Council on Advanced Studies and Research to write overall policy and standards for graduate programs, to review and make recommendations on new graduate programs, research institutes, and major projects, and to represent generally the conscience and leadership of the faculty on graduate and research affairs. Further, the Vice-Chancellor for Academic Affairs needs associate staff support for these activities of the faculty.

SUMMARY AND RECOMMENDATIONS:

The University of Alaska-Anchorage has made significant progress since the visit of the 1979 evaluation team and has responded to most of the recommendations in that report. Areas of concern to the visiting team are listed below:

1. The institution deserves much better computer support for administrative purposes, but especially for instructional programs than it has at present. The need for this service will continue to increase in the future.
2. The pressures to add graduate programs up to the doctoral level will continue because UAA is located in the only urban area in a sparsely populated state. These pressures should be resisted until library, faculty and support services are at a more substantial level. No doctoral programs should be added during the next eight-year planning cycle.
3. Additional professional staff for institutional research would benefit the planning efforts.
4. Although laboratory space will be adequate as soon as the new facilities are built, funds will be needed for equipment and for remodeling older facilities.
5. Acquisition funds for the library should be a part of the regular operating budget.
6. Central services for audio-visual materials and support are needed to adequately complement instruction.
7. The athletic program would benefit if the institution could build an athletic reserve fund from local income.
8. Research efforts and graduate programs would be enhanced by the establishment of a University Council on Advanced Studies and Research, and by additional administrative support, such as an Associate Vice Chancellor for Advanced Studies and Research, for the development of these endeavors.

The overall impression is of a lively, exciting campus with dedicated personnel, good community support and a bright future.

3/28/83

From: Sr. Josephson

Staff - Dave Douley

Request to UA for following information

1. List of UA and Community College Instructors, identifying what courses they are teaching, total credit hours and salaries.
2. List of UA and Community College Administrators, their job titles, salaries, and any special benefits such as housing.
3. List of UA and Community College Administrators, and what travel they made at UA expense last year showing where they went, how much it cost, and why.
4. Copy of plans for the proposed statewide administration building, and specific identification of what classroom space its construction will provide.
5. List of all instructors and administrative personnel terminations for cause during the last two years, indicating salary level and job title of employee terminated.
6. List of your legal department/staff employees, their salaries, and a breakdown of costs for major litigation including the current open records and open meetings law suits.
7. Personnel regulations regarding termination of tenure employees.
8. A description of the role of student course evaluations and public input into the retention of instructors in the UA system.

NOTE REGARDING THE FOLLOWING FRAME ON MICROFILM:

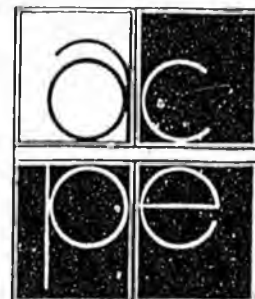
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Alaska Commission on Postsecondary Education

*Policy Positions
and Recommendations*

1980-1985

*Document Date:
November 1980
PSE 81-1*



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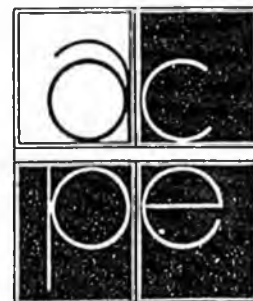
Alaska Commission on Postsecondary Education

*Policy Positions
and Recommendations
1980-1985*

Addendum

April 2, 1982

(PSE 82-10)



WATER

QUALITY

HEARING

Senate Health, Education and Social Services Committee
Hearing - January 4, 1985
1:00 pm - 3:50 pm

RE: Water Quality in Anchorage Creeks

Legislators Present:

Senator Joe Josephson, Chair, Senate HESS
Senator Vic Fischer, Member, Senate HESS
Senator Rick Halford, Member, Senate HESS
Senator Paul Fischer, Member, Senate HESS

Representative-Elect Pat Pourchot

0 Senator Josephson commenced the hearing at 1:00 pm.

1 Bill Lamoreaux, Regional Supervisor, Southcentral Region,
Alaska Department of Environmental Conservation:
It came to our attention in the fall of 1984 that there was
an existing pollution problem in some of the Anchorage
streams. This problem was identified in a report that was
done by our Juneau office. Problems are in Fish Creek,
Campbell Creek, Chester Creek and Little Campbell Creek. We
are concerned with these findings, if the condition in these
streams have gone on for some time and have gone unnoticed.
Our report started in 1981 and was completed in 1984. We
share responsibility with Municipality of Anchorage
Department of Health and Environmental Protection and have
been working closely with them to identify what steps need
to be taken to further clarify the degree of pollution
problem that exists and to identify what the sources may be,
as well as solutions to the problems. The degree of risk to
public health, I think, can be fully evaluated and
determined yet. Anchorage is a growing community, and the
urbanization of the city is a contributing factor.

To be realistic, if we could put our finger on the
existing source that causes some of the problems, we'd take
care of it today. Not just Eagle River but any of the
potential sources. The fact is, we don't know what these
sources are. A crack or a failing sewer line can go
undetected literally for years. And it's only through
intensified sampling can you even start to identify where
these sources are at. They're not readily visible.

- 10 Bruce Erickson, Alaska Department of Environmental Conservation:

The report which identified this did not specify a health hazard per say. The data does not in itself give a degree of risk or health hazard. We are trying to determine if human contamination or sewage is causing part of the problem.

- 20 Josephson: Do you have a work program over the next several years to address this issue?

Lamoreaux: Through our lab facilities in Juneau each year, we try to scope what our needs are for the particular regions and we put in requests for studies. One of the projects that has been on the list is to look at some of the lakes in Wasilla. This year, we have a lab request to have additional testing work to be done on some of the Anchorage streams.

I think, realistically, every effort is going to be made by both our department and the municipal department to try to confirm whether or not these streams have to be restricted for use. But it's going to take a larger effort to identify where these pollution sources are and to do something about it. And that's the effort that's going on now.

- 25 Robby Robinson, Manager, Environmental Health Division, Municipality of Anchorage Department of Health:

The Division is extremely concerned with the possible water degradation that was brought to the surface and really hit us in the face, so to speak, last summer. We are also concerned with the shallow subsurface water table (ground water) which is affected almost directly by on site septic systems. That in turn, can have an adverse effect upon the streams. We know, for a fact, that there has been some degradation of this shallow water system, the ground water system.

We have a two-fold attack. First, get a group of professional people together - the attempt of this group is to address the problem of the stream degradation. Second, to pinpoint, identify the probable source areas of pollution. Third, develop a program to minimize or control the problem. We have to either eliminate or control the source, to bring it into an acceptable level. I think we can do this. For example, if we studied ten streams and six lakes during 1985, run four series of tests on them, analyze them - this will cost \$525,000. Very frankly and bluntly, the Municipality doesn't have this money. With DEC's present arrangement, they don't have this kind of

money to do it. We have asked USGS if they have sources of money we could draw on, and several other departments. We need more money to solve the problem. We need to initiate an ongoing program, year and year out, so we can monitor this problem, with the major expense during the first year of this program.

35 Josephson: Can you give me some kind of report as to the cost for this kind of program for the next three to four years?

Robinson: Yes, I think I can give that kind of projection. (This cost estimate was received at a later date and is attached.) This would be projecting a middle ground situation (not the worst scenario, nor the least).

Josephson: Does the MOA Department of Health have any indication that there has been human health symptoms?

Robinson: No. We do have some loud warning symptoms now, if we don't heed them, I don't think I could tell you the same.

36 Jim Richardson, Past President, Knik Kanoers and Kayakers: Our group has been very concerned with these water quality problems. I am surprised to hear these people in the agencies who are responsible for monitoring water conditions that affect public safety, be amazed about this new problem that they were unaware of. It's not a new problem. The streams our group uses mostly are Eagle River and Campbell Creek. These two rivers are the highest used paddle rivers in the state of Alaska. We have talked to Mayor Knowles. He was interested in the problem but didn't have the responsibility for water quality. We've also talked to DEC and several legislators to help us find the problem. There hasn't been a water quality study of sufficient magnitude on Eagle River to tell us what the problem is. We have identified one of the sources, the Hiland Correctional Facility. When I went into DEC, I couldn't get any information on this facility. When they went through the files, the facility wasn't licensed, it had an old EPA permit. The awareness of the problem was not there and the knowledge of what the problem was was not there.

(Explanation was discussed regarding the facility and the permit from the audience.)

TAPE I - SIDE B

This facility has had a very poor history of operation. It seems to have a poor design. There's no reason that we feel, having had that, that you license it based on their enthusiasm to do a good job now. That just doesn't cut it. Regarding Chester Creek, just after the state spent alot of money using that as a high density inter-city park area, and you're telling people to use it, and now people are not being protected. The same situation exists and is going to exist on Eagle River. Look at the Eagle River Greenbelt Plan, all the money that will be spent on that.

I urge you to push to have the detail water quality analysis. We have identified one problem, it's a state problem. The solutions that have been proposed and the permit, which apparently has by now been issued, is a bandaid solution to a long term problem. The state should be looking a little longer to the future.

3 Josephson: Has your group identified other sources of problems?

Richardson: I can tell you three potentials. The MOA has a sewage treatment plant at Eagle River that dumps in 650,000 gallons of day of treated ----. Other areas are the development of the Southfork, which has alot of septic systems, and there's an old dump on the Hiland Road.

Our group has a race that we hold on Eagle River every year in July. Three people who went together down the river noticed odors from under the bridge and down several miles, three people in the group ended up with inner ear infections. They went to a doctor. Wondered if the cause was pollution from the river.

8 Mike Grijalva, Current President, Knik Kanoers and Kayakers: We see a great amount of increase in recreational use of all the rivers in the area, particularly in Eagle River. Explained about the club. Sees alot of debris in various rivers. I was surprised to hear the amount of money quoted that would be necessary to survey these ten rivers and five lakes. I find it difficult to believe that it would be that much money involved. I'm sure the Knik Kanoers would be more than willing to participate and do the sampling for free if we could get this initiated so we could improve the water quality.

14 Cliff Eames, Alaska Center for the Environment:
We coordinated the municipal clean up last year of Chester Creek in June and had, on a short notice, 200-300 participants who helped. The Anchorage Waterways Council recently formed an organization which has taken as its mission all of the creeks in Anchorage. Although at the present time, we're focusing primarily on Chester Creek, Fish Creek, Campbell Creek, and Little Campbell because they appear to us to be the ones most heavily used or centrally located or are the ones with the most obvious litter and water pollution problems. If we attempt to attack the litter problem, as well as the pollution problem, we'd do alot to make people aware of the overall problems of our creeks and green belts.

We haven't always preserved our green belts. We build wetlands near our creeks, closer than we should have, reducing the pollution cleanup function of our wetlands, creating additional erosion because the wetlands aren't absorbing some of our runoff. The Municipal plan to protect wetlands provides for the purchase of lands designated as preservation wetlands. The wetlands plan, from our standpoint, is a failure. One of the problems is that the preservations wetlands that were identified as those that should not be developed were intended to be purchased and of course the funds haven't been forthcoming to purchase those wetlands. We expect eventually they're going to be filled unless we come up with some other mechanism to save them or with the funds to purchase them. These, of course, have an impact on water quality. We have some solutions: an officially designated waterways cleanup day, funds for adequate studies of the creeks, a single years study isn't adequate (need continued monitoring). The Municipality has suggested that an intergovernmental task force be convened to look into the problem and they single out one or two major demonstration projects that would be highly visible and have a clear, positive impact on some of our water quality problems in Anchorage. We need to make Anchorage citizens aware of how serious this problem is.

27 Dr. M. P. Wennekens, Anchorage citizen:
Has been dealing with issues on fresh water and marine aquatic qualities. Hopes lakes will also be protected and looked into. (The lakes are the recipients of various streams.) Worried about aquatic system in the creeks. Air emissions and air pollution are problems.

31 The water quality standards are based on the use of waters. In the Anchorage bowl, the highest use classification of water is drinking water standards. This is the way all your waters in the Anchorage bowl are classified as. If you examine your drinking water standards

very carefully, there are three components that are very important in terms of protection of the quality of the waters. Organic, inorganic and physical chemical contaminants. If you go through the history of the standards, you'll find it was developed as for the protection of aquatic life.

40 Take a long hard look at the new EPA regulation for water quality standards, November 1983. It has strong language in it. It designates waters of state and national wildlife refuge and parks - outstanding national resources to be maintained and protected. Case in point, Potter Creek, under EPA regulations, it has to be given maximum level of protection to maintain the quality of its present level.

Alot of pollution control rests with land management control.

41 Mary Core, Alaska Center for the Environment:

A new study was released by the Department of Environmental Conservation that analyzed 45 potential hazardous waste sites in the State of Alaska. There were actually ninety names on the list and only 45 were examined because of the lack of funds. Of those 45, 12 are in Anchorage. Of those twelve, one is on the high priority list for further study and the rest are either on low or medium priority lists. The high priority problem is at the Alaska Railroad terminal next to Ship Creek, an old solid waste site is located there. The problem is no funding is available at this time to proceed with investigating what is actually at these sites and what the hazards are.

TAPE II - SIDE A

0 I'm concerned with DEC's budget on the water quality issue. The present budget, federal funds from EPA have been cut back, because EPA is critical of the way the state has managed the funds. Also part of that, our region is divided into four states and Tacoma, Washington has a critical problem. Thus, we're also being penalized because other states have higher profile problems. The DEC total budget, as proposed, is an increase over last year's budget. However, in the area of air quality and solid waste, they're actually not getting the increase the Department has requested.

MOA completed a study about a year ago that was an inventory of all businesses who might have a hazardous material that ends up in a hazardous waste product. It was a voluntary survey with a 43% response. Problem was there

was no money to follow up on this survey. However, there still is not a complete assessment of who is producing how much hazardous waste and where that waste is going.

10 Discussion between audience and panel.

17 If we could find out what was coming into the state that we knew was a hazardous material and would end up as a hazardous waste, at some point in the process, we'd have some tracking mechanism. That was the hope of SB 503.

23 Lee Pekrul, citizen:
Had some questions for the Committee, about level of chlorine at Elmendorf.

27 Kerry Conrad (?), Anchorage citizen:
Concerned about secondary treatment plants in Eagle River. No where have we been told that no commercial treatment, sewage treatment plants, removes viruses. It's estimated that as many as one half of all secondary treatment facility plants malfunction on occasion when solvents to toxic chemicals are dumped down sewers.

25% of coliform samples that USGS took during the 18 month period in 1980-82 exceeded state standards for contact recreation in Campbell. At Little Campbell Creek, 50% of the coliform samples exceeded the state standards for contact recreation. This report was published in mid 1983. In all likelihood, there is a great chance that the problem we have with Campbell Creek regarding coliform comes from the Anchorage Zoo. Little Campbell Creek goes right through the middle of the zoo. The zoo doesn't have a septic system there. High coliform counts have been discovered in Campbell Creek as early as 1981 by USGS. We need to discover if it is human or animal coliforms.

39 Senator Halford asked several questions to DEC employees regarding permits and overall plans.

Senator Halford: What has DEC done in terms of a pollution control plan, an overall plan for the Anchorage area?

DEC: I'm not aware of an overall plan, other than the work that we've done so far.

Senator Halford: It looks like the statutes require that DEC to have a water pollution control plan but I can't find it. With regards to nonhousehold users, the statutes also require that anyone having any kind of a discharge has to have a state permit?

HESS hearing
Water Quality
Page Eight

DEC: Correct.

Senator Halford: How does DEC relate to MOA with regards to functions. Do you have overriding state authority and responsibility and what has the municipality assumed of that?

DEC: There's several programs that the municipality is currently doing that we do otherwise in other parts of the state. One is the on site sewer disposal program. Another area is subdivision review. And plan review for sewer and water extensions to the municipal system is also now done by the municipality as opposed to being done by DEC.

TAPE II - SIDE B

0 DEC: The people that track the EPA grant money are in Jurcau. One of our big problems has been accountability, how account for what has been accomplished. We receive money in a multitude of programs from EPA.

Discussion ensued about Hiland permit, a control plan and other issues.

21 Senator Josephson: Adjourned the hearing at 3:50 pm.

LEGISLATIVE TELECONFERENCE NETWORK SIGN IN SHEET

Start time: 1:00
 End time: 5:00
 Address:
 Bin Number:

DATE: JAN. 4, 1985

LOCATION: ANCHORAGE

SPONSOR/SUBJECT:

SENATE HESS/SEN. JOSEPHSON
 "Water Quality in Anch. Creeks"

PLEASE PRINT

Legislative
 Information and
 Teleconference Networks

Here to
 Testify

NAME/REPRESENTING

ADDRESS

PHONE

NAME/REPRESENTING	ADDRESS	PHONE	Here to Testify	
Colleen B. Bredelissen	DEPT. OF HEALTH	267-4761		X
Robby Robinson	MGR ENVIRONMENTAL Health Division Dept of Health	"	X	
Keith BANDT	ENVIRONMENTAL ENGR. MGR Dept of Health	"		X
Christine Godfrey	EPA 701 C St, Box 19 Anchorage AK	271-5083		X
Jim Sweeney	Municipality of Anchorage Punch 6-650 Anch	564-1336		X
CRAIG BROWN	6740 St Johns Pl Anch AK 99504	333-8197		
✓ Jim Richardson	Kate Knudsen & Associates 3561 E 20th Ave ANCH	279-2863		X
✓ MIKE GRIMALVA	KNIK KAMERS	279-3185		✓
✓ Theda Thelisch	Anch			✓
SEN Fischer	1024 W. 6th Ave			✓
Sen Josephson		278-3654		✓
Sen Halford				✓
Steve Kadish	" "	278-3654		
MARY CORE	AK Center for Envir			

COST ESTIMATE

I. First Year Phase - Surface Water Degradation Study - Municipality of Anchorage

A. Basic design criteria and assumptions:

1. 12 streams will be sampled throughout the Municipality.
2. 10 sample points will be utilized on each stream.
3. Stream samples will be collected and tested 4 times during the year.
4. 6 lakes will be sampled throughout the Municipality.
5. 1 sample point will be utilized on each lake.
6. Lake samples will be collected and tested 4 times during the year.
7. At the time each sample (lake and stream) is collected, field tests will also be taken to determine the temperature, Ph, and conductivity of the sample at the time and place of sampling.

B. Cost estimates (annual):

1. Cost of sampling - streams		
12 streams x 10 samples x 4 times/yr. x \$50	=	\$ 24,000
2. Cost of testing - streams		
12 streams x 10 samples x 4 times/yr. x \$980	=	470,400
3. Cost of sampling - lakes		
6 lakes x 1 sample x 4 times/yr. x \$50	=	1,200
4. Cost of testing - lakes		
6 lakes x 1 sample x 4 times/yr. x \$980	=	23,520
5. Review test data, prepare charts and engineering report after each series of tests.		
4 times/yr. x 20 man hrs. x \$75/man hr.	=	<u>6,000</u>
Grand Total Cost		<u><u>\$525,120</u></u>

II. Subsequent Years

A. Basic design criteria and assumptions

1. 12 streams will be sampled throughout the Municipality.
2. 5 sample points will be utilized on each stream.
3. Stream samples will be collected and tested 2 times during the year.
4. 6 lakes will be sampled throughout the Municipality.
5. 1 sample point will be utilized on each lake.
6. Lake samples will be collected and tested 2 times during the year.
7. At the time each sample (lake and stream) is collected, field tests will also be taken to determine the temperature, Ph, and conductivity of the sample at the time and place of sampling.

B. Cost estimates (each subsequent year)

1. Cost of sampling - streams		
12 streams x 5 samples x 2 times/yr. x \$50	=	\$ 6,000
2. Cost of testing - streams		
12 streams x 5 samples x 2 times/yr. x \$980	=	117,600
3. Cost of sampling - lakes		
6 lakes x 1 sample x 2 times/yr. x \$50	=	600
4. Cost of testing - lakes		
6 lakes x 1 sample x 2 times/yr. x \$980	=	11,760
5. Review test data, prepare charts and engineering report after each series of tests.		
2 times/yr. x 20 man hrs. x \$75/man hr.	=	<u>3,000</u>
Grand Total Cost		<u><u>\$138,960</u></u>

III. Mitigation and Restoration

The extent of the surface water degradation cannot be determined until the 1985 comprehensive sampling/testing program has been completed and the results analyzed. Once this information is available, firm recommendations can and will be made concerning the elimination or mitigation of the sources of degradation, and the restoration of the surface waters to an acceptable environmental quality level. The costs of the mitigation/restoration program will accompany the recommended action plan.

RR2/p/D12

Thede Tobish President
Anchorage Audubon Society

4 January 1985

To: Members of the Senate Health, Education, and Social Services Committee.

My name is Thede Tobish, I am President of the 1410 member Anchorage Audubon Society. Thank you for calling this public hearing today.

For years, Anchorage Audubon's major environmental concern has been habitat loss, and the persistent degradation of water and air quality within the Anchorage Pool. Because of recent studies, released late in 1984, the public is now aware of the seriousness and complexity of our local stream pollution problem. The delta areas of most Anchorage streams are endangered because of this intense stream pollution. Several of these deltas are major wildlife habitats; we cannot afford to allow their demise into sterility, a distinct possibility for Fish Creek delta for instance.

Our approach to the specific problem of water quality has focused on an attempt to preserve the integrity of remaining riparian and wetland habitats which serve as filters and headwaters of local streams. Shortcomings in what originally was a valuable Municipal Wetlands Inventory plan have allowed for continued habitat loss, and, for instance, Fish Creek is now a vivid example of a stream lacking riparian wetlands and filtering habitats. Wetland and riparian development must be placed out.

For our part, Anchorage Audubon has continued to testify when appropriate, on wetland development and fill. We have also begun an Urban Habitat Project that aims at education of local developers and landowners; that future development and property manipulation would be environmentally compatible but not an economic burden.

We feel that the most valuable method for protection of water quality and related riparian communities is three-fold; restricting habitat loss, strategic wetlands preservation, and better enforcement of agency regulations and standards. Future development within watershed boundaries must reflect these three parameters simultaneously to effectively ensure water quality. To identify pollution sources alone would not be sufficient in the long term. Again Fish Creek would be an example of this.

We would request from this Senate Committee that a statewide Urban Stream or Watershed Act be introduced. This legislation would fund a statewide water quality monitoring and facility agency cooperation in developing operational and financial planning for the entire watershed. These plans would systematically identify stream pollution sources and prescribe corrective measures; it would identify vital wetland and riparian habitats and oversee their preservation of conservative development. We would like to see the state, federal, and municipal agencies in a working cooperative way where they are not now. We would like to see wetland development or stream water quality enforcement, for instance. We would hope that funding for this Urban Stream legislation could continue to come from the Central Funds, as smaller amounts for related projects already come now. We will give up to millions in funding for Sustina when all of the urban streams in the state are seriously and permanently threatened. It seems that statewide legislation is necessary to intrarelate agencies' roles and functions and to standardize local ordinances aimed at water quality. If legislation of this type were introduced you would have full support of Anchorage Audubon's 1410 members.

Thank you for this opportunity to present our concerns and ideas.

Thede Tobish
Thede Tobish

Anchorage water pollution no health problem — yet

The Associated Press

Health officials say no human health problems have resulted from the pollution of Anchorage creeks and lakes — yet.

"We do have some very loud warning signals," said Robby Robinson, manager of the municipality's Environmental Health Division. "And if we don't heed them, I don't think I can tell you the same thing (at a later date)."

Robinson made the comments at a hearing

Friday before the Senate Health, Education and Social Service Committee. The information will be used in upcoming budgetary considerations, according to Sen. Joe Josephson, D-Anchorage, who chaired the hearing. About 20 people attended.

Robinson estimates it will cost \$525,000 to test 10 local streams and six lakes over a year. He said neither the city nor the state can afford such a program without help from the legislature.

The city health division's budget for water analysis is \$15,000, Robinson said. A single test can cost between \$1,200 and \$2,000.

Jim Richardson, a spokesman for the Knik Canoers and Kayakers, said 84 of its some 350 members have reported health problems after boating on local waters.

Those treated for inner ear infections were told by their doctors that polluted waters were a likely culprit, he said.

E O 54



Alaska State Legislature

Senate

Office of the Secretary

Pouch V
State Capitol
Juneau, Alaska 99811

Official Business

January 18, 1983

M E M O R A N D U M

TO : Senator Josephson, Chairman
Health, Education and Social Services Committee

FROM: Peggy Mulligan
Secretary of the Senate

RE : Executive Order No. 54

Enclosed please find a transmittal letter from the Governor showing statutory corrections to Executive Order No. 54.

"AS 24.30.130 (b) An executive order proposing a change in the executive branch and requiring the force of law under § 23, art. III, of the state constitution shall be submitted to the presiding officer of each house on the day the house organizes. The legislature has 60 days of a regular session, or a full session if of shorter duration to disapprove the order. Unless disapproved by a special concurrent resolution introduced in either house, concurred in by a majority of the members in joint session, the order becomes effective at a date thereafter to be designated by the governor. An order submitted to but not disapproved by the legislature shall be published in the bound session laws and any codification of state law. (§ 41 ch 157 SLA 159; am § 12 ch 47 SLA 1961)."

Thank you.



STATE OF ALASKA
OFFICE OF THE GOVERNOR
JUNEAU

January 17, 1983

The Honorable President of the Senate
Alaska State Legislature
Pouch V
Juneau, Alaska 99811

Dear Mr. President:

Under the authority of art. III, sec. 23, of the Alaska Constitution, and in accordance with AS 24.30.130(b), I am transmitting an executive order which creates a Department of Corrections. The new department is being created from the division of corrections which is currently located in the Department of Health and Social Services. This is similar to Executive Order No. 39's 1977 creation of the Department of Transportation and Public Facilities out of the former Department of Highways and Department of Public Works.

This Order's sec. 28 creates the new department. Section 29 then states that the commissioner is the principal executive officer and sets out some basic duties and powers. Section 29's AS 44.28.020 is based on AS 44.29.020(9) (amended in sec. 30 of the Order) and AS 44.29.020(17) (repealed in sec. 31), pertaining to the Department of Health and Social Services. Similarly, the new AS 44.28.030 is based on AS 18.-05.040(15).

Art. I, sec. 12, of the Alaska Constitution mandates that penal administration be based on protection of the public and reformation of the offender. Given the unprecedented increases in the prison population in the state, I believe that elevating the division of corrections to departmental status is necessary to achieve these twin goals and is in the best interests of efficient administration.

The problem of increasing crime in Alaska and how best to deal with those who are convicted of violations of the criminal law was the focus of a recent inquiry by a corrections task force that I created. In its January 3, 1983 report, the task force recommended the immediate elevation of the division of corrections to departmental status. According to members of the task force, this recommendation is strongly supported by all segments of the criminal justice system.

The Order does not transfer the responsibility for juvenile corrections matters and for offenders who are found guilty but mentally ill or not guilty by reason of insanity under AS 12.47.

Also, some responsibilities of the commissioner of public safety, principally the transportation of prisoners, have not been addressed in this Order. The decision on whether or when to transfer these responsibilities to the new commissioner of corrections will depend on such factors as the level of increased training that must occur before the new department can effectively and safely assume these responsibilities.

The phrase "Repealed effective July 1, 1987," which appears in brackets and capital letters in the AS 33.32 (correctional industries) headings for the sections being amended in secs. 15, 17, 19, 20, and 24 of this Order, appears in this Order because it appears in those headings in The Michie Company's publication of the statutes. That language is not being deleted, and the amendments made by this Order do not affect that statutory termination date of the correctional industries program. See sec. 7, ch. 53, SLA 1982.

Sincerely,


Bill Sheffield
Governor

THE LEGISLATURE OF THE STATE OF ALASKA
THIRTEENTH LEGISLATURE

FISCAL NOTE

I. REQUEST

Bill/Resolution No. Executive Order No. 54
 Title Creating Department of Corrections
 Requested by Governor Date Jan. 15, 1983

II. FISCAL DETAIL

Agency Affected Department of Corrections
 Program Category Affected Administration of Justice
 BRU, Program, Or Subprogram(s) Affected Director's Office
 (Note: If more than one budget component is affected, separate line-item amounts and funding for each component in the analysis section.)

EXPENDITURES (Thousands of Dollars)

	FY 83	FY 84	FY 85	FY 86	FY 87	FY 88
100 PERSONAL SERVICES						
200 TRAVEL						
300 CONTRACTUAL						
400 COMMODITIES						
500 EQUIPMENT						
600 LAND & STRUCTURES						
700 GRANTS, CLAIMS, ETC.						
TOTAL	250.0	951.6	1008.7	1069.3	1133.4	1201.3

FUNDING (Thousands of Dollars)

GENERAL FUND	250.0	951.6	1008.7	1069.3	1133.4	1201.3
FEDERAL FUNDS	-0-	-0-	-0-	-0-	-0-	-0-
OTHER (Specify Source)	-0-	-0-	-0-	-0-	-0-	-0-
	-0-	-0-	-0-	-0-	-0-	-0-
	-0-	-0-	-0-	-0-	-0-	-0-

POSITIONS

FULL TIME						
PART TIME						
TEMPORARY						

III. ANALYSIS (See Fiscal Note Preparation Instruction, Section III)

The Executive Order will create the Department of Corrections necessitating the transfer of the Division of Corrections and Parole Board from the Department of Health & Social Services to the new department.

IV. DATE January 16, 1983 PREPARED BY Marsha Hubbard
 AGENCY Dept. of Health & Social Services
 Original: Legislative Finance PHONE 465-3331
 cc: Budget and Management
 Prime Sponsor (First Legislator Named) *D. Hunt*
 33-001 (Rev. 12/82)



Official Business

Alaska State Legislature

Senate

*to N.O.
From J.P.J.*

Pouch V
State Capitol
Juneau, Alaska 99811

RECEIVED
FEB 2 1983

HAND DELIVERED
GOVERNOR'S OFFICE

February 1, 1983

Mr. Emil Notti
Legislative Liaison
Office of the Governor
State Capitol
Juneau

Dear Emil:

Re: Exec. Order 54

My recollection is that there are two pending matters on EO 54 which, when completed, will allow our Committee to complete its thinking about the proposal.

We need a list of the officials who will be moved into partially exempt or exempt status if the Order becomes effective.

We need a proper fiscal note so as to assess the cost of the creation of the Department pursuant to the Order. I would assume, for example, that some support personnel in the Department of Health and Social Services would be moved for administrative purposes to the new Department, as well as the five or six top people in Corrections. But I do not know what "trade-offs", or debits and credits, so to speak, would prevail under the Order as between the Departments, or how the net estimated cost was arrived at.

Your earliest assistance on these points would be helpful.

With best wishes,

Sincerely,

A handwritten signature in cursive script, appearing to read "Joe".

Joe Josephson

OFFICE OF
THE
COMMISSIONER

OFFICE OF THE
ASSISTANT COMMISSIONER
OF OPERATIONS

S.C. Correctional Facilities,
S.C. Probation Offices,
Statewide Classification,
Training Academy, and
Statewide Prison Industries

OFFICE OF THE
ASSISTANT COMMISSIONER
ADMINISTRATION

Research, Planning,
Data Processing, Capital
Construction, Budget,
Finance, and Personnel

OFFICE OF THE
NORTHERN & INTERIOR
REGIONAL DIRECTOR

Northern & Interior
Correctional Facilities,
and Northern & Interior
Probation Offices

OFFICE OF THE
SOUTHEAST
REGIONAL DIRECTOR

Southeast Correctional
Facilities, and Southeast
Probation Offices

OFFICE OF THE
RURAL
REGIONAL DIRECTOR

OFFICE OF THE COMMISSIONER				
EX	Commissioner			RC
PX	Exec. Sec. II	R/14		NP
PX	Spec. Asst. II	R/23		NP
GG	Info. Off. II	R/17		NP
GG	Clk Typ III	R/8		NP

OFFICE OF THE ASSISTANT COMMISSIONER OF OPERATIONS				
PX	Ast. Con.	R/28		RC
PX	Spec. Asst. I	R/21		RC
GG	Sec. II	R/11		NP

OFFICE OF THE ASSISTANT COMMISSIONER ADMINISTRATION				
PX	Asst. Com.	R/28		RC
GG	Sec. II	R/11		CP
GG	Sys. Anal II	R/20		NP
GG	Per. Off. III	R/20		NP
SU	Acct. Sup V	R/22		RC
GG	Adm. Off I	R/17		NP

OFFICE OF THE NORTHERN & INTERIOR REGIONAL DIRECTOR				
PX	Reg. Dir	R/24		RC
GG	Sec. I	R/10		RC

OFFICE OF THE SOUTHEAST REGIONAL DIRECTOR				
PX	Reg. Dir	R/24		RC
GG	Sec. I	R/10		RC

OFFICE OF THE RURAL REGIONAL DIRECTOR				
PX	Reg. Dir	R/24		NP
GG	Sec. I	R/10		NP

TYPE OF ACTION NECESSARY
 RC - Reclassification of Current Position
 NP - New Position
 CP - Current Position

BARGAINING UNIT
 E - Exempt
 PX - Partially Exempt
 GG - General Government
 SU - Supervisory Unit

Range	Title	Loc	Monthly Salary	Variable Benefits	Suppl Benef	Health Insur	Total	FY83 3 mos	FY84 12 mos
14 X	Exec Secretary II	AWA	2241	383	137	240	3001	9003	36012
11	Secretary II	EBA	1862	318	114	240	2534	7602	30408
23 X	Spec. Asst. II	AWA	4149	709	254	240	5352	16056	64224
17	Info. Officer	AWA	2757	471	169	240	3637	10911	43644
8	Clerk Typist III	AWA	1553	265	95	240	2153	6459	25836
24 X	Reg'l Dir.-Rural	AWA	4936	844	303	240	6323	18969	75876
20	Pers. Officer	AWA	3469	593	213	240	5122	15366	61464
17	Admin. Officer I	AWA	2824	483	173	240	4720	11160	44640
20	Systems Anal. II	AWA	3394	580	208	240	4422	13266	53064
9	Secretary I	EBA	1803	308	111	240	2462	7386	29544
SUBTOTAL								116,178	464,712

Reclassifications

PCN	From	To	Net Change:	
			3 mos	12 mos
4001	Director, Div of Corrections	Commissioner, Dept of Corrections	1380	5520
4840	Dep. Director Operations	Asst. Comm. Operations	3210	12840
4613	Dep. Director Administration	Asst. Comm. Administration	3210	12840
4813	Internal Mgmt. Administrator	Accounting Supervisor V	-0-	-0-
4159	Asst. Superintendent	Regional Director (Fbks)	7032	28128
4036	Probation/Parole Admin.	Regional Director (Juneau)	-0-	-0-
4513	Clerk Typist III	Secretary I (Juneau)	759	3036
4679	Clerk Typist III	Secretary I (Anchorage)	759	3036
4510	Asst. Director Corrections	Special Assistant I	-0-	-0-
SUBTOTAL			16,350	65,400
GRAND TOTAL			132,528	530,112

DRAFT

1-31-83

DEPARTMENT OF HEALTH AND SOCIAL SERVICE POSITIONS WHICH ARE TRANSFERRING TO
THE NEW DEPARTMENT OF CORRECTIONS OFFICE OF ASSISTANT COMMISSIONER OF ADMINISTRATION:

FROM DIVISION OF MANAGEMENT AND BUDGET

<u>Title</u>	<u>Range</u>	<u>PCN</u>	<u>Loc</u>
Program Budget Analyst III	R/19	0004	AWA
Public Facilities Planner II	R/21	0501	AWA
Public Facilities Planner I	R/20	0503	EBA
Public Facilities Planner I	R/20	0502	EBA
Accounting Clerk I	R/8	0504	AWA
Clerk Typist II (PPT)	R/7	0505	EBA

FROM DIVISION OF ADMINISTRATIVE SERVICES

<u>Title</u>	<u>Range</u>	<u>PCN</u>	<u>Loc</u>
Personnel Officer I	R/16	0056	EBA
Clerk IV	R/9	0095	AWA
Accounting Clerk I	R/8	0046	EBA
Clerk Typist III	R/8	0058	EBA
Acct. Clerk II	R/9	0020	AWA
Acct. Clerk II	R/9	0016	AWA
Acct. Clerk II	R/9	0049	AWA

DRAFT

1-31-83

Health, Education and
Social Services Committee



Official Business

Alaska State Legislature

Senate

EO 54

Pouch V
State Capitol
Juneau, Alaska 99811
465-4907
465-4908

January 28, 1983

Human Services Network
600 West 41st
Suite 204
Anchorage, Alaska 99504

Dear Friends:

The enclosed letter to Governor Bill Sheffield is self-explanatory.

The Committee on Health, Education and Social Services has conducted its initial hearing on the proposal to create a Department of Corrections. I support the proposal, although it may be that other legislators as well as myself would prefer to achieve this result through legislation, rather than the submitted executive order.

Thank you for sending me copy of your letter to Governor Sheffield.

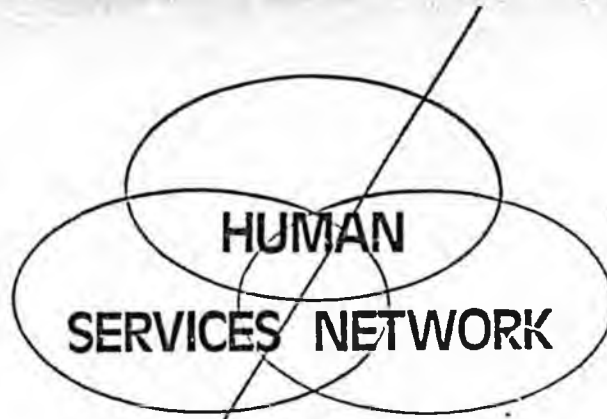
With best wishes,

Sincerely,


Joe P. Josephson

JPJ/rmc

Encl.



600 WEST 41ST
SUITE 204
ANCHORAGE, ALASKA 99503

January 15, 1983

The Honorable Bill Sheffield
Governor, State of Alaska
Pouch A
Juneau, Alaska 99811

Dear Governor:

The purpose of this letter is to relate to you the major concerns and recommendations of the thirty-six agencies that are part of the Alaska Human Services Network.

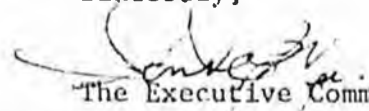
The major concern and recommendation is to suggest to you and Dr. Smith, the Commissioner of Health and Social Services, that the Deputy Director for that department in Anchorage be given a matter of high priority. We also urge you to consider the person of Dr. Gary Vreeman, PhD as a candidate for that position.

The transition from one commissioner to another plus the uncertainty re health and social services program is causing considerable turmoil among agencies and persons involved in providing these services. We feel that Dr. Vreeman would be providing decisive and innovative leadership during this critical time. He has a proven record as Executive Director of the Anchorage Community Mental Health Center and is highly regarded in the health field. He has national stature by serving on the national Board of community mental health centers. By placing a competent professional in this important position would give the community the assurances that are so desperately needed.

Our second recommendation is that you follow the recommendation of the transitional team to create a new department of Corrections. Adequate attention can than be given both health and correction problems. Treating mentally ill in the same category as criminals is an unacceptable practice.

Much success to you as the burden of State Leadership becomes more and more your responsibility.

Sincerely,


The Executive Committee

JS:sw

CC: Dr. Smith, Commissioner of Health & Social Services

STATE OF ALASKA

TASK FORCE ON CORRECTIONS

A Report On the Status of Corrections

for

Governor William Sheffield

December/January 1982-1983

The Honorable William J. Sheffield
Governor
State of Alaska
Pouch A
Juneau, Alaska 99811

January 3, 1983

Dear Governor Sheffield:

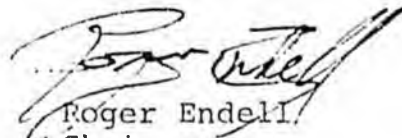
It is my pleasure to present to you the following report of the Task Force on Corrections. We have evaluated the issues and problem areas of correctional administration and management in Alaska as directed in your charge.

It is our hope that you will find the report of this Task Force and its policy recommendations useful to the future administration of a sound correctional system. We believe that it is not only possible but also mandatory that the executive, legislative and judicial branches of state government work diligently and harmoniously to carry out the directive of the Constitution of the State of Alaska for protection of the public and reformation of the offender.

We hope that this report will provide you with, at least, one tool toward that end.

We are pleased that we have had the opportunity to assist you.

Sincerely yours,



Roger Endell
Chairman
Task Force on Corrections

GOVERNOR'S TASK FORCE ON CORRECTIONS

December/January 1982-1983

Roger Endell, Chair
Justice Center
University of Alaska, Anchorage
Anchorage, Alaska

Charles Adams
Former Director, Division of
Corrections and
Former Executive Director
Criminal Justice Planning Agency
Juneau, Alaska

Dan Branch
Private Attorney
Chair, Citizens Advisory Committee
Bethel Regional Correctional Center
Bethel, Alaska

Charlotte Brower
Former Magistrate, Barrow
Alaska Court System
Barrow, Alaska

Bert Campbell
ALASCOM
Judicial Qualifications Commission
Anchorage, Alaska

John Carlson
Former Mayor
Fairbanks North Star Borough
Fairbanks, Alaska

Kevin Bruce, Liaison,
Special Assistant to
Governor Sheffield

Ski Olsonoski
ALASCOM
Chair, Anchorage Crime
Commission
Anchorage, Alaska

Ed Rhodes
Deputy Chief
Anchorage Police Dept. and
Mayor Tony Knowles'
Representative
Anchorage, Alaska

Pat Wellington
Alyeska Pipeline Service Co.
Former Director
Alaska State Troopers and
Former Commissioner
Alaska Department of
Public Safety
Anchorage, Alaska

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INTRODUCTION

Governor's Charge

Governor William Sheffield's transition Task Force on Human Services identified the management and operation of the Alaska Division of Corrections as a "dominating problem" within the Alaska Department of Health and Social Services. The Task Force on Human Services recommended the appointment of a "Blue Ribbon Task Force on Corrections" to address the following issues and relevant policy and procedural concerns:

1. Prison overcrowding and examination of current capital improvement programs.
2. Rehabilitation and alternatives to institutionalization.
3. Administrative organization and staffing problems.
4. Communications and coordination among justice agencies.
5. Municipal assumption of pretrial detention responsibilities.
6. Institutional location of juvenile corrections in state government.
7. Institutional placement of Corrections in state government.

The Task Force on Corrections was directed to commence an investigation of these identified issues immediately and to prepare and submit a report and policy recommendations to the Governor in early January, 1983.

To carry out its mission, members of the Task Force used two principal investigative methods which provided sources of information. These methods included: 1) the review of a multitude of reports and planning documents written by both in-state and out-of-state correctional practitioners and consultants since 1976; and 2) a statewide and systematic series of interviews with persons from municipal and state governments and local communities who were both knowledgeable about correctional problems and issues, and who were capable of making sound recommendations which would address these problems and issues.

It was not the intent of this Task Force to accumulate all of the voluminous materials and information already existent on this subject and incorporate it into yet one more burdensome volume. We believe that the nearly one million dollars spent on a variety of correctional reports and plans over the past six years provides but one example of the crisis in correctional management. The division has been managed by four different directors in the past six-year period. The most recent director as well as the current director were both hired by the previous administration to move the Division of Correction toward a more stable management situation. Their task was made more difficult because of their lack of knowledge of the unique problems and potential advantages of Alaskan corrections.

Alaska need neither to continue to hire out-of-state leadership nor to contract with out of state consultants. We are not convinced that the other states have developed correctional systems superior to that of Alaska in spite of our current and temporary crisis. We are convinced that knowledgeable and capable leadership should be sought from within our population to manage corrections just as talented and capable Alaskans are found to direct and manage the other departments and divisions within the executive, judicial and legislative branches of state government.

It is clear that there is a crisis in corrections. It is also clear that with sound, long term, and professional management, most of the current problems can and will be resolved. The resolution of these problems will require full cooperation as well as coordination between and among all three branches of Alaska's government--executive, judicial and legislative.

SUMMARY OF RECOMMENDATIONS

The following represents an abbreviated listing of the major policy recommendations to be found in this report. These statements are not comprehensive and are extracted out of context as an aid to the discussion of issues contained in the charge to the Task Force on Corrections.

Prison Overcrowding

1. Except for the Anchorage Careage House, no correctional facilities should be closed until adequate new correctional space has been prepared. (p.9)
2. The Careage House should be utilized as corrections' Southcentral Alaska headquarters and as a correctional training center. (p.9)
3. The new Cook Inlet pre-trial facility should not be opened to inmate populations until the facility is ready for secure occupancy and the staff has been properly trained. (p.9)
- 4 &
5. The Third Avenue and 6th & C correctional centers in Anchorage should be utilized to hold short term offenders and those incarcerated for alcohol related offenses. (p.10)
6. The continued use of Ridgeview should be re-evaluated for potential correctional use in light of economic costs and public benefits. (p.11)
7. Hiland Mountain correctional center near Eagle River must be permitted to return to its original mission. (p.11)
8. Mentally disturbed offenders should continue to be housed temporarily at the Alaska Psychiatric Hospital. (p.12)
9. Sentenced adult female housing space at Meadow Creek (Eagle River) should be added as necessary with much less expensive architecture than past practice. (p.12)
10. The type and methods of construction of the two institutions at Palmer should be copied elsewhere as needed in the state. (p.13)

11. The state should move immediately to evaluate and obtain additional available sites for expansion of correctional operations in the Kenai and Matanuska-Susitna Boroughs. (p.13)
12. Comprehensive correctional services regional centers should be constructed in both Nome and Bethel utilizing either "stick built" or prebuilt modular units or a combination of both. (p.14)
13. All new correctional construction proposals should be evaluated in relationship to the need for increased bed capacity statewide. (p.14)
14. The state should continue to maintain a number of dangerously violent Alaska offenders within the Federal Bureau of Prisons system. (p.15)
15. Either a Matanuska-Sustina or Kenai Borough site should be developed and utilized to provide maximum security prison space. (p.15)
16. Correctional construction should be recognized as a high priority among all units of state government. (p.16)
17. A maximum security institution is needed to securely house a portion of the Alaska offender population. (p.17)

Administrative Organization

18. The recently completed management plan for corrections should not be fully implemented. (p.19)
19. The revised classification system should be implemented in concert with correctional reorganization and development. (p.19)
20. Corrections should be managed on a decentralized regional basis. (p.20)
21. All jail contracts should be managed by the Department of Corrections. (p.21)
22. A well trained correctional staff is mandatory and critical to efficient management. (p.22)

Institutional Placement of Corrections in Government

23. The Division of Corrections should be moved quickly and decisively in toto by immediate executive order to Departmental status. (p.24)
24. A Commissioner of Corrections should be appointed by the Governor as soon as possible. (p.24)

Communication and Coordination Among Justice Agencies

25. A cabinet level body should be directed to coordinate policy and law implementation for the effective administration of justice. (p.26)
26. Management personnel of the agencies of justice (state and local) should coordinate the activities of these agencies at the local and regional level. (p.26)
27. The present partial settlement agreement efforts in the Cleary et al. case should be halted and reviewed immediately. (p.26)

Municipal Responsibilities

28. Municipalities should not be made responsible for the costs of pre-trial incarceration of offenders held on state criminal charges, but municipal-state coordination is essential. (p.28)
29. The state should move immediately to address the law, policies and procedures with regard to public drunkenness and drunk driving. (p.29)
30. The state Office of Alcohol and Drug Abuse should provide comprehensive program services to correctional populations in cooperation with local municipalities. (p.29)

Juvenile Corrections

31. All youth correctional functions should be organized as a separate division within the Department of Corrections when reorganization is completed and functional. (p.21)

Rehabilitation and Alternatives to Incarceration

32. The prisoner population of the State of Alaska should be put to work. (p.33)

33. Offender education and recreational programs should be made available to prison populations during the non-work hours of those prisoners. (p.34)
34. A systematic evaluation of approximately 150 parole eligible offenders should be conducted immediately. (p.35)
35. Corrections should provide the opportunity to every offender the resources of a halfway house program for those about to be released -- corrections must correct. (p.35)

PRISON OVERCROWDING

Class action suits, media accounts, and expert as well as lay opinion have confirmed beyond all doubt that Alaska's statewide system of correctional centers is overcrowded beyond any reasonable margin of safety and security. The Task Force is well aware that the Constitution of the State of Alaska mandates that the state's correctional system must reform offenders and protect the public. In our judgment, the current crisis in corrections only insures that the state cannot carry out its Constitutional mandate. The State of Alaska must move immediately and with diligence to resolve overcrowding in the correctional system.

The members of the Task Force on Corrections are cognizant that the public has demanded that state and local officials "get tough on crime," that the public's attitude is appropriate, but that it is also extremely costly. Therefore, we have developed a series of recommendations which will alleviate the overcrowded conditions in our correctional system at lower costs than proposed by the previous administration which will, at the same time, we believe, provide adequately for protecting the public and reforming offenders.

Recommendation 1:

With the exception of the Anchorage Careage House, no facilities currently holding incarcerated accused or sentenced offenders should be closed until and unless adequate new correctional space has been fully prepared and readied for occupancy.

Recommendation 2:

The Careage House in Anchorage should be utilized immediately as the Division of Corrections' headquarters. All Anchorage area central office, institutional, field services and training employees should be moved immediately from the Frontier Building in Anchorage to this new location for greater cost and operating efficiency. This facility is now owned by the state so that only the costs of utilities and minor necessary renovations need be incurred for the Division of Corrections to operate efficiently from this site.

Recommendation 3:

In spite of the tremendous pressure on the managers of the correctional system, the transfer of offenders into the new Cook Inlet Pretrial Facility in Anchorage should not take place until the institutional staff has been hired, fully trained, and the facility has been completed. To do otherwise will almost assuredly result in major management problems and raise the risks of difficulties within the offender population. When completed, this facility could

operate, as designed, to book and hold all Anchorage area pre-trial detainees, and could have, again as designed, full-time on site magistrate services. This latter procedure would save police man hours and the great expense of prisoner transportation and prevent the unnecessary incarceration of persons able to be released on their own recognizance or to make bail. Use of video equipment would appear to be practical in both Anchorage and Fairbanks at the present time.

Recommendation 4:

The Third Avenue Correctional Center should be utilized to hold short-term offenders, and especially those incarcerated for alcohol-related offenses. It is inappropriate to utilize the facility for booking of new arrestees, for long term offenders, or for the purposes of classification of offenders as was proposed to the Task Force during our discussion with the current director.

Recommendation 5:

The Correctional Center Annex at 6th and C in Anchorage recently received approximately \$1.4 million of renovations in order to comply with a judgment of the court to make it constitutionally sound. It should continue to be fully utilized as a booking facility until the new Cook Inlet institution is operationally ready. Even after Cook Inlet comes on line, the Annex can and should continue to serve as an adequate facility to house short term offenders.

Recommendation 6:

The Ridgeview facility should also continue to be utilized until the Cook Inlet institution is ready. With the opening of Cook Inlet, use of the Ridgeview correctional center should be re-evaluated for potential correctional use in light of economic costs and public benefits. It is possible that Ridgeview could be converted for use as a regional halfway house/community services facility for offenders about to be released and for offenders whom the courts wish to sentence to short term and/or pretrial incarceration (usually followed by probationary supervision). There is a drastic need for this type of less costly facility in the Anchorage area and public opinion should support a "lower risk" use of this present site. Structural and design improvements may be borne by present Division of Corrections expertise and prison labor.

Recommendation 7:

The Hiland Mountain Correctional Center near Eagle River must be relieved as quickly as possible of the burden of too many inmates in the available space. This facility must return to its original mission as a rehabilitation center for first offenders and those of low security risk. This institution has, in the past, been recognized nationally and even internationally as the model correctional center in which offenders might be reformed. The state must insure that the institution performs its task

as it was intended to perform. Mentally disturbed offenders should not, under none but the most unusual of circumstances, be permitted to be housed at this institution.

Recommendation 8:

Mentally disturbed offenders should continue to be housed temporarily at the Alaska Psychiatric Hospital until a special unit can be designed to treat these offenders within appropriate security facilities to be determined by the Division of Mental Health. The Task Force is cognizant of the June 20, 1980 Task Force Report which specifically addresses these issues. We recommend that the report be carefully re-evaluated.

We believe that the Division of Mental Health must assume responsibility for the security and treatment of mentally disturbed offenders. We have found that the previous administration had gone "full circle" in periodic changes of policy with regard to those offenders. This lack of consistency in management decisions has contributed to the current confusion and jeopardizes offender, as well as public, safety.

Recommendation 9:

The Meadow Creek (Women's) Correctional Center near Eagle River and adjacent to the male facility is an example of architectural extravagance where simplicity and a more spartan environment would have sufficed. It now houses 28

adult women and has a capacity of 30. If expansion becomes necessary, less expensive units can be utilized to extend existing capacity.

Recommendation 10:

The two correctional institutions at Palmer (actually near Sutton) provide good examples of the appropriate mix of tax dollars and inmate labor. The original Palmer Camp (minimum security) was built from the ground up by inmate labor (capacity is now approximately 100 offenders). We recommend that this practice be encouraged and continued. The new, nearly \$5 million medium security facility on the same grounds also houses approximately 100 male offenders. Both facilities are fully utilized but there is a clear need for a full range of prison work programs which would keep all offenders busy for at least 40 hours per week.

Recommendation 11:

The State of Alaska should move immediately to evaluate and to obtain available sites which could be utilized to house correctional operations. Site selection should insure provision for rapid availability of housing for up to 100 offenders. Capacities at these sites should have the potential to be increased. The Task Force recommends that one site be located within the Matanuska-Susitna Borough and the other in the Kenai Borough. Sites which have the advantage of existing grounds, utilities and buildings, and which could have security modules added at relative low cost

and high benefit, should be of priority concern. With rapid site acquisitions, this Task Force believes that overcrowding in the Division of Corrections could be addressed dramatically within nine months to one year.

Recommendation 12:

Institutions have previously been approved for construction at both Bethel and Nome. Apparently the availability of funds for the Nome institution are currently in doubt. The Bethel funds have deteriorated in value due to mismanagement of site selection and building design delays. We strongly recommend that either the new Palmer institutional model ("stick built") or prebuilt modular units or any combination be incorporated for sites at both Nome and Bethel as quickly as possible. These facilities should serve as comprehensive correctional services regional centers. They would meet the needs of the southwestern Bethel area and the needs of the Seward Peninsula and Western Alaska regions for short term offenders (up to one year), probation and parole services, community supervision, halfway house, and other correctional related services. These institutions would help to relieve the pressure on the existing state facilities, provide regional treatment and incarceration capabilities, and provide state correctional services where very little now exists.

Recommendation 13:

The Task Force is aware of expansion work at the

Fairbanks and Juneau Correctional Centers and of a new replacement facility in Ketchikan. Ironically, while these modifications are essential, they will not add substantially, if at all, to the overall correctional system bed capacity. With new facilities to be developed rapidly in the Matanuska-Susitna and Kenai Boroughs, these other state regional correctional centers can return to a more efficient operational posture. It may be necessary and advisable to add a pretrial capability to the Fairbanks institution but this should be re-evaluated in light of our other recommendations. We recommend that all new construction proposals be evaluated in relationship to the need for increased bed capacity statewide. The potential for utilizing prison labor should also be evaluated.

Recommendation 14:

The 188 Alaska prisoners currently being held within the Federal Bureau of Prisons need not all be returned to Alaska. This Task Force recommends that the out-of-state population of offenders be carefully screened so that those who might be ready to be returned to Alaska could be brought back in small numbers as new space is readied for them in both new and existing facilities. It should be possible to continue to maintain a number of dangerously violent Alaska offenders within the FBP system.

Recommendation 15:

Related to #14 immediately above, this Task Force

recommends that either the Matanuska-Susitna or Kenai Borough site, or both, should be utilized to provide maximum security space potential to house Alaska's more serious offenders through the use of maximum security units. Such facilities holding up to 300 offenders have been built in the outside states using modular units and are apparently functioning well at low cost relative to poured concrete and steel institutions and have ample security provisions. Only Butler buildings (or similar) need be added for industrial work and/or recreational space.

Recommendation 16:

The Task Force recommends that new site acquisitions, construction additions and building renovations be completed expeditiously as the highest priority through the channels of state government while minimizing both hindrances and costs. The Department of Transportation and Public Facilities should recognize prison construction as a high priority. Building supplies and prisoner labor should be utilized in building renovations and in the construction of non-secure buildings. Security buildings should be built expeditiously by contract labor from the private sector and full service warranties on all new construction should be mandatory. Corrections should have its own facility planners who can expedite construction and renovation work statewide. We recommend that a project evaluation be required upon completion of all major construction.

Recommendation 17:

Finally, in regard to the need for a maximum security facility in Alaska, the Task Force received clear and compelling testimony from state and local police representatives, the court system, knowledgeable citizens, and correctional professionals that Alaska now needs a maximum security institution. Our recommendation is that the Cook Inlet building design and/or modular security units be constructed in a Southcentral location.

ADMINISTRATIVE ORGANIZATION AND
STAFFING PROBLEMS

A clear and consistent pattern of evidence and opinion has been presented to this Task Force that the Division of Corrections has suffered, and is suffering from, a lack of clear leadership from within the Division and from within the Department of Health and Social Services. We earlier identified the fact that the Division of Corrections has been headed by four directors over the past six-year period, and that the most recent past director and the current director were employed by the previous administration from positions they held in the lower contiguous states. They came to Alaska with the disadvantages of not knowing the "territory" and those within the system who were weak from those who had/have strong potential leadership and management ability.

We believe that strong, decisive and professional leadership and management is essential to successful correctional operations in this state. Further, a sense of history, of past failures and accomplishments, of goals and objectives peculiar to the unique strengths and weaknesses of Alaska and Alaskans is essential for state correctional managers.

The multitude of reports, plans and recommendations from experts and practitioners from within the state and beyond have repeatedly stated that we need not transfer and repeat the mistakes of correctional systems elsewhere. We have found, as one interviewee stated, that too often divisional and departmental management decisions have been based, not on merit, but on perceptions. Interrelationships and coordination of services within the Department of Social Services have proven to be complex and perhaps impossible under the current umbrella structure of the Department. We will address the institutional placement of corrections within state government in a separate section.

We make the following recommendations with regard to the elimination of organization and staffing problems within the current organization of corrections.

Recommendation 18:

The management plan recently completed at a cost of over \$100,000 by the Touche-Ross management and accounting firm should not be implemented until it has been reviewed by the new Department of Corrections. Portions of the plan appear to be unrealistic and unworkable.

Recommendation 19:

While the division managers may be commended for their efforts to develop an improved classification system for the division, we believe that even a superlative classification system will be of little use when bed space alternatives are

not yet available to which offenders might be classified. In order for a correctional classification system to work effectively, there must exist a range of correctional institutional and community placement alternatives with available space in each, to which offenders may be directed. A range of facilities from maximum, medium, minimum, to and including, community halfway houses must first be available. While a sophisticated matrix classification system will be useful eventually, we feel it ironic that the basis for the management structure of the system can be found in a report to the Alaska Legislature written five years ago in 1978. We recommend that the revised classification system be implemented in concert with division reorganization and development.

Recommendation 20:

We have examined the potential reorganization of the organizational and management structure of the division along both functional and regional lines. This Task Force strongly recommends that the division be reorganized immediately upon a decentralized regional concept. It is our opinion, and the opinion of the majority of the interviewees within and outside of corrections, that a regionalized management structure would bring increased efficiency and accountability to correctional operations statewide. While a specific plan is inappropriate for this Task Force, our preliminary findings are that regional

directors should be appointed for each of the geographic regions - southeast, southcentral, and interior. A fourth regional director should be appointed to manage correctional services in rural Alaska - an area that has suffered from a policy of "benign neglect." Regional Directors should be partially-exempt positions. Each regional director should have full responsibility and authority for managing all correctional services in the region. These responsibilities should include but not be limited to the supervision of institutions, probation and parole, other field services and personnel and budget, and should include coordination with the presiding superior court judges, trooper detachment commanders, district attorneys, public defenders, local chiefs of police and peripheral service agencies. Each regional director should be encouraged to establish local citizen advisory groups to advise him or her on correctional programs in the area. Communications between the state's citizens and correctional managers will be enhanced via this mechanism.

Recommendation 21:

The members of this Task Force recommend that the agreement for administration of local jail contracts should transfer, under a new agreement, from the Department of Public Safety to a new Department of Corrections and that both governmental units should prepare their FY 84 budgets

accordingly. We believe that all correctional operations administered in part, or totally, by the State of Alaska should be housed in only one administrative unit.

Recommendation 22:

Professionalism in the ranks of the correctional system and in the management structure is of critical concern to this Task Force. Formal educational standards should be established, in addition to agency in-house training for all correctional and field service positions. A uniformed, neat and well-groomed correctional officer staff within the institutions with a well-trained, and professional demeanor would do much to enhance the morale and credibility of correctional staffs. The need for initial and periodic formal education and training is critical. Training can be physically conducted at the Careage House in Anchorage where board and room can be provided at low relative cost.

INSTITUTIONAL PLACEMENT OF CORRECTIONS
IN STATE GOVERNMENT

As stated previously by the transition Task Force on Human Services, the management and operation of the Division of Corrections is a "dominating problem" within the Alaska Department of Health and Social Services and is of critical concern. Several factors were identified by that Task Force which contributed to that assessment. Our Task Force on Correction, in re-examining those previous conclusions, and in conducting our own independent investigation has found agreement that it is essential to move Corrections to departmental status.

The three guiding factors of greatest relevance are: 1) that the Division has suffered from lack of continuously stable and professional management within the Division and within the Department of Health and Social Services; 2) the fiscal and management needs of the Division of Corrections has placed tremendous demands on the resources of the Department of Health and Social Services; and 3) the primary factor and mission of the Department of Health and Social Services has been oriented toward community health, public assistance, mental health and family services and is neither

efficiently organized nor properly prepared to address the problems of corrections within the criminal justice system. Therefore, the Task Force on Corrections recommends the following:

Recommendation 23:

The Division of Corrections should be moved quickly and decisively in toto by immediate executive order to departmental status. We have found unanimous agreement from virtually all persons interviewed, from all regions of the state, and from all segments of the criminal justice system - police, courts, corrections, law - and from the citizen sector that departmental status is not only justified but necessary. The Task Force has considered previous proposals which discussed a transitional phasing-in of the division toward a cabinet level position. We have concluded that a transitional movement will cause undue delays and probably result in a less efficient and more burdensome administrative process. We recommend a "quick and clean" transfer by executive decree.

Recommendation 24:

A Commissioner of Corrections should be appointed by the Governor as soon as possible. A deputy commissioner and four regional directors (the latter explained in a recommendation elsewhere in this report) should be appointed by the commissioner to manage the new Department of Corrections.

COMMUNICATION AND COORDINATION AMONG
JUSTICE AGENCIES

This Task Force and the practitioners in the justice system from both the previous and present state administrations, and those from municipal law enforcement departments whom we interviewed, are clear in their request for statewide coordination of criminal justice policy and law. The activities of the Governor's Commission on the Administration of Justice under the direction of the previous administration were primarily oriented toward the dispersion of federal dollars which emanated from the Law Enforcement Assistance Administration (LEAA). With the demise of the federal program, the Governor's Commission (GCAJ) ceased to function.

New criminal laws and new policies and procedures emanating from one department or sector of the government can have a serious impact on the management and administration of other governmental units. For this reason alone, it is critical to insure that clear communication and sound coordination take place among the managers of the justice system statewide. We recommend the following:

Recommendation 25:

The Governor should empanel members of his administration who have justice administration responsibilities, invite representatives of appropriate related agencies, and appoint lay citizens to coordinate policy and law implementation for the effective administration of justice.

Recommendation 26:

Appropriate management level personnel of the agencies of justice should meet regularly for the purpose of coordinating the activities of the justice agencies at the local and regional level. These groups should be made up of the regional director of corrections, the presiding superior court judge, the local chief (or chiefs) of police, the local trooper detachment commander, the district attorney, the public defender, a municipal attorney and a lay citizen. We found at least one excellent example of this type of coordination and recommend that this management technique be emulated at least regionally across the state.

Recommendation 27:

We believe there are serious potential ramifications from the current effort at pre-settlement in the Cleary case. We strongly recommend that the present partial settlement agreement effort between the State of Alaska and Michael Cleary et al be halted and reviewed immediately and that the state proceed to trial, if necessary, in defense of the State.

MUNICIPAL RESPONSIBILITIES

The Task Force has examined the potential for municipal assumption of pre-trial detention responsibilities. This issue has been of concern because of the differences which exist between the larger urban population centers of the state and the smaller municipalities. That is, within the larger cities, no municipal facilities exist to hold prisoners while they await trial. The burden of pre-trial detention is assumed by the state. On the other hand, the small town police chief must be administratively responsible for housing the arrestee until trial or other disposition is reached. The state has therefore developed contractual arrangements with local municipalities to reimburse or otherwise pay for the maintenance of prisoners held on state charges.

It can cost approximately \$50 per day to book and hold a minor criminal offender in a jail bed which may have cost up to \$125,000 per bed to construct. It is clear that relatively minor offenders should be held in less costly prison or jail space.

There should be an incentive for local municipalities to increase their crime prevention and criminal diversion programs at least for minor offenders who potentially take

up expensive bed space needed for the serious criminal predator. It has been argued that if the municipalities were paying all costs of pre-trial incarceration related to crime at the local level, a substantial incentive (because of the high costs of incarceration) would exist for the cities to develop substantial prevention and diversion programs.

Recommendation 28:

The Task Force on Corrections recommends that municipalities not be made responsible for the costs of the pre-trial incarceration of offenders held on state criminal charges. The impact of such a requirement would be that very costly expenditures would be incurred immediately by every municipality statewide. We believe that the state can and should be responsible for the management and administration of criminal defendants being tried under state statutes. We do believe and strongly recommend however, that careful coordination between and among the criminal justice professionals in both state and local governments is essential to sound management of the system.

Corrections managers do not and cannot select their prison population. The gatekeepers at the front door of the state system of corrections are the local police, troopers, prosecution and court personnel. They should work cooperatively to insure that offenders are held in space appropriate to the level and nature of their offense.

Corrections has an obligation to insure that a variety of types and levels of security is available to the law enforcement community.

Recommendation 29:

While we are reluctant to recommend that still other task forces be formed to investigate and resolve other issues, it is clear that there is a compelling need to address the law, policies and procedures with regard to public drunkenness and drunk driving. The issue has appropriately been identified by the public and in the media as one which demands specific attention. We therefore recommend immediate attention to this issue.

Recommendation 30:

We recognize the high statistical correlation between alcohol abuse and crime. We recommend that the State Office of Alcohol and Drug Abuse (SOADA) should provide alcohol and drug abuse program services in cooperation with local municipalities to correctional centers and community service offices statewide. There is a crucial need for a comprehensive approach to the problem of substance abuse, including "in-house", after care and follow-up program services to offenders.