

State of Alaska FY2005 Governor's Operating Budget

Department of Community & Economic Development Office of Economic Development Component Budget Summary

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Component: Office of Economic Development

Contribution to Department's Mission

To facilitate economic development and employment opportunities in Alaska.

Core Services

Implement Governor’s Economic Development initiative, Access to the Future;
 Provide policy recommendations and staff support to Governor and Commissioner on economic development issues and opportunities; and
 Provide a link between Alaska communities (especially rural communities), government, businesses, and industry sectors.

End Results	Strategies to Achieve Results
<p>(1) Alaska's current/future workforce will receive AlaskaHost hospitality training and are prepared for tourism employment opportunities.</p> <p><u>Target:</u> Increase number of students who complete training to 3000 in 3 years <u>Measure:</u> Number of students who complete training in 3 years</p> <p><u>Target:</u> Increase the number of communities that have AlaskaHost trainers <u>Measure:</u> Number of communities that have AlaskaHost trainers</p> <p>(2) The State will have accurate/timely visitor data to assist industry & governments in measuring results and making sound business decisions.</p> <p><u>Target:</u> Regular updates of visitor statistics and economic impact of the visitor industry. <u>Measure:</u> Current visitor statistics and economic impact information will be available through DCED.</p> <p>(3) There will be increased opportunities for Alaska communities in economically distressed areas to use tourism development to diversify their economies.</p> <p><u>Target:</u> Increased revenues and other economic benefits from visitors. <u>Measure:</u> Lodging taxes, regional economic impact data</p> <p>(4) Increase in annual statewide mineral exploration</p> <p><u>Target:</u> 10% annual increase in exploration spending <u>Measure:</u> Percentage increase in annual statewide mineral exploration</p> <p>(5) Mineral development in rural Alaska</p>	<p>(1) DCED will increase rural Alaska's participation in AlaskaHost program by working with ARDORS, visitors bureaus, and other development organizations to certify AlaskaHost trainers and train students in rural Alaska.</p> <p><u>Target:</u> Increased numbers of AlaskaHost graduates in rural Alaska. <u>Measure:</u> Number of students who are trained outside Anchorage, Fairbanks and Juneau</p> <p><u>Target:</u> Increase AlaskaHost trainers who are certified, are active trainers, and reside outside Anchorage, Fairbanks and Juneau. <u>Measure:</u> AlaskaHost trainers who are certified, are active trainers, and reside outside Anchorage, Fairbanks and Juneau.</p> <p>(2) Contract for development of Alaska Tourism Satellite Account (TSA) to provide a more complete analysis of tourism's impact on the state's economy and permit apples-to-apples comparison of tourism with other industries.</p> <p><u>Target:</u> Updated information on visitor employment, income, tax receipts, percentage of gross state product <u>Measure:</u> TSA model developed (Fall 2003) and report delivered (January 2004). Annual updates thereafter.</p> <p>(3) Increase rural Alaska's access to visitor markets by consulting with communities, individuals & organizations on opportunities, feasibility, and funding for new or existing visitor attractions.</p> <p><u>Target:</u> Increased tourism business opportunities in rural Alaska. <u>Measure:</u> Number of clients served in rural Alaska.</p>

End Results	Strategies to Achieve Results
<p><u>Target:</u> Mineral development in rural Alaska <u>Measure:</u> Mining component detailed for all Access to the Future geographic areas (where mineral potential exists).</p> <p>(6) Reduction in barriers to mineral development</p> <p><u>Target:</u> 25% of Minerals Commission recommendations are implemented each year. <u>Measure:</u> Percentage of Minerals Commission recommendations that are implemented each year.</p> <p>(7) Redevelop a statewide forest products industry.</p> <p><u>Target:</u> Forest products industry employment. <u>Measure:</u> 25% employment increase in southeast region.</p>	<p><u>Target:</u> Increased tourism business opportunities in rural Alaska. <u>Measure:</u> Number of rural communities that receive concentrated technical assistance each year.</p> <p>(4) Advocate for statewide mineral resource development.</p> <p><u>Target:</u> Junior mining companies that are the most active and successful explorers. <u>Measure:</u> 10% increase in number of junior mining companies active in the state</p> <p>(5) Provide a bridge between minerals industry and communities.</p> <p><u>Target:</u> Take full advantage of mining opportunities for rural economic development <u>Measure:</u> New jobs in rural areas</p> <p>(6) Develop policies which remove barriers to mineral exploration and development.</p> <p><u>Target:</u> Develop Minerals Commission Report <u>Measure:</u> Report outline strategies that remove barriers to Alaska mineral development to Governor, legislature, and congressional delegation</p> <p>(7) Enhance Alaska fisheries development through delivery of financial assistance and facilitation between communities and agencies on fisheries issues.</p> <p><u>Target:</u> Direct and administer \$38 million in federal Fisheries Economic Development and Salmon Marketing Grants. <u>Measure:</u> % of grant dollars successfully administered and completed by grantees in the current fiscal year.</p> <p>(8) Increased timber sales for southeast region with concurrent employment in primary production and secondary processing.</p>

Major Activities to Advance Strategies	
<ul style="list-style-type: none"> • Contract for marketing services to increase awareness of Alaska as a visitor destination • Manage AlaskaHost hospitality training program • Provide planning and business development assistance. • Conduct research to measure the economic impact of tourism activity. • Manage the Alaska Public Lands Information Center in Tok. 	<ul style="list-style-type: none"> • Advocate for statewide mineral resource development. • Provide a bridge between minerals industry and communities. • Develop policies which remove barriers to mineral exploration and development. • Develop policies which remove barriers to mineral exploration and development. • Provide staff support for the Alaska Minerals Commission.

FY2005 Resources Allocated to Achieve Results		
FY2005 Component Budget: \$1,309,800	Personnel:	
	Full time	13
	Part time	3
	Total	16

Performance Measure Detail

(1) Result: Alaska's current/future workforce will receive AlaskaHost hospitality training and are prepared for tourism employment opportunities.

Target: Increase number of students who complete training to 3000 in 3 years
Measure: Number of students who complete training in 3 years

Analysis of results and challenges: Since the desired outcome is to better prepare Alaska's tourism workforce through AlaskaHost training, the logical measure is to track the number of students who complete training. Obtaining this target will mean that the Alaska workforce is better prepared for tourism employment opportunities.

Target: Increase the number of communities that have AlaskaHost trainers
Measure: Number of communities that have AlaskaHost trainers

Number of communities that have AlaskaHost trainers is important because it impacts the number of people who have access to training. Having trainers in more Alaska communities will increase the number of graduates from the program.

Year				# Communitie	YTD Total
2003				8	8

Analysis of results and challenges: Measuring the number of communities that have AlaskaHost trainers is important because it impacts the number of people who have access to training. Having trainers in more Alaska communities will increase the number of graduates from the program.

(2) Result: The State will have accurate/timely visitor data to assist industry & governments in measuring results and making sound business decisions.

Target: Regular updates of visitor statistics and economic impact of the visitor industry.
Measure: Current visitor statistics and economic impact information will be available through DCED.

Analysis of results and challenges: The Alaska Visitor Statistics Program IV was completed in 2000-2001. Secondary Arrival Studies have been completed for Fall/Winter 2001-2002, Summer 2002 and Fall/Winter 2002-2003. Between 1994 and 2001, the State did not collect primary research on visitor arrivals and expenditures, leaving government and the private sector without tourism data that is essential for business planning, tourism marketing and program measurement. Having current visitor data is essential in order to measure the progress and impact of the visitor industry. Achieving this target will mean DCED will have data to measure the efforts of the Murkowski administration to create new jobs and stimulate economic development.

(3) Result: There will be increased opportunities for Alaska communities in economically distressed areas to use tourism development to diversify their economies.

Target: Increased revenues and other economic benefits from visitors.

Measure: Lodging taxes, regional economic impact data

Analysis of results and challenges: Municipal lodging taxes collected in 2002 were \$19,616,747. Lodging taxes collected in 2002 excluding Anchorage, Fairbanks, Fairbanks North Star Borough and Juneau were \$4,049,492. Regional economic impact data was last estimated by the McDowell Group in 1999. Based on 1998 data, regional visitor industry employment (direct) was estimated to be as follows: Southeast (4,407 jobs), Southcentral (10,786), Southwest (864), Interior North (4,254), State total (20,311). Payroll and proprietor's income for the same time period: Southeast (\$86.1 million), Southcentral (\$213.2 million), Southwest (\$16.9 million), Interior North (\$74.2 million), State total (\$390.4 million).

Measuring regional and local economic impact data is important because statewide numbers are so heavily influenced by visitor activity in the larger population areas such as Anchorage, Fairbanks and Juneau. Most data collected by DCED in the past represents statewide numbers because breaking down statewide data to regional and local levels decreases the reliability of the data. Currently there is not local data that can be linked directly to visitor activity except for lodging taxes. The ability to measure jobs, income and tax revenues to regions and municipalities would help the state determine whether communities were increasing their benefits from visitor activity.

(4) Result: Increase in annual statewide mineral exploration

Target: 10% annual increase in exploration spending

Measure: Percentage increase in annual statewide mineral exploration

Analysis of results and challenges: This is a new measure and will be calculated starting in FY04.

(5) Result: Mineral development in rural Alaska

Target: Mineral development in rural Alaska

Measure: Mining component detailed for all Access to the Future geographic areas (where mineral potential exists).

Analysis of results and challenges: This is a new measure and will be calculated starting in FY04.

(6) Result: Reduction in barriers to mineral development

Target: 25% of Minerals Commission recommendations are implemented each year.

Measure: Percentage of Minerals Commission recommendations that are implemented each year.

Analysis of results and challenges: This is a new measure and will be calculated starting in FY04.

(7) Result: Redevelop a statewide forest products industry.

Target: Forest products industry employment.

Measure: 25% employment increase in southeast region.

Analysis of results and challenges: This is a new measure and will be calculated starting in FY04.

(1) Strategy: DCED will increase rural Alaska's participation in AlaskaHost program by working with ARDORS, visitors bureaus, and other development organizations to certify AlaskaHost trainers and train students in rural Alaska.

Target: Increased numbers of AlaskaHost graduates in rural Alaska.

Measure: Number of students who are trained outside Anchorage, Fairbanks and Juneau

Percentage of Rural Students (Trained Outside Anchorage, Fairbanks and Juneau)

Year				% Rural	YTD Total
2003				60%	60%

Analysis of results and challenges: 152 students or 60% of all students trained in 2003 were in areas outside Anchorage, Fairbanks and Juneau. This measure helps us determine whether the AlaskaHost program is accessible in rural Alaska. Increasing the number of students in rural Alaska who complete the training will mean that the rural Alaska workforce in these areas are better prepared for tourism employment opportunities.

Target: Increase AlaskaHost trainers who are certified, are active trainers, and reside outside Anchorage, Fairbanks and Juneau.

Measure: AlaskaHost trainers who are certified, are active trainers, and reside outside Anchorage, Fairbanks and Juneau.

Analysis of results and challenges: Eight of 28 trainers reside outside Anchorage, Fairbanks and Juneau. Three of these eight taught AlaskaHost courses in 2003. Increasing the number of active trainers in rural Alaska will give more rural Alaska students opportunities to take AlaskaHost training.

(2) Strategy: Contract for development of Alaska Tourism Satellite Account (TSA) to provide a more complete analysis of tourism's impact on the state's economy and permit apples-to-apples comparison of tourism with other industries.

Target: Updated information on visitor employment, income, tax receipts, percentage of gross state product

Measure: TSA model developed (Fall 2003) and report delivered (January 2004). Annual updates thereafter.

Analysis of results and challenges: Two separate estimates place direct tourism employment at 20,000.

§ In the 2002 Alaska Economic Performance Report, DCED economists estimated that tourism is one of the state's top industries in terms of employment, with the visitor industry accounting for about 20,000 direct jobs and \$447.9 million in personal income. The Department of Labor estimated that non-resident employment in the tourism industry is about 20% to 25%. This is much lower than non-resident employment in other economic base industries such as seafood processing, timber and oil and gas extraction.

§ A 1999 update of the Alaska Visitor Industry Economic Impact Study indicated that one in eight private sector workers are now employed in the visitor industry in Alaska. Alaska's visitor industry directly and indirectly accounts for approximately 30,700 jobs (20,300 direct employment; 10,400 indirect employment).

Completing the TSA is important because it has been nearly five years since a tourism economic impact study was completed and DCED estimates need to be tested. In order to determine the success of our efforts and the success of our industry partners, we must have data to measure growth in tourism employment, wages, income, and gross state product, etc. Having the TSA will enable us to compare tourism-related expenditures with tourism-related revenues. We will be able to see if the current investment in tourism is sufficient to sustain future growth in the industry.

(3) Strategy: Increase rural Alaska's access to visitor markets by consulting with communities, individuals & organizations on opportunities, feasibility, and funding for new or existing visitor attractions.

Target: Increased tourism business opportunities in rural Alaska.

Measure: Number of clients served in rural Alaska.

Analysis of results and challenges: The measures for this strategy are new and there is no current data.

The measures have been chosen because they represent numbers that we have the ability to collect. Much of the assistance provided by tourism development staff includes providing clients with information, resources, and contacts. We discuss tourism development opportunities with them and offer advice and suggestions. Tourism development staff have prioritized providing assistance to rural clients. Tracking who the clients are and where they live will help development staff identify whether we are reaching the target clientele and contributing to increasing business opportunities in rural Alaska.

Target: Increased tourism business opportunities in rural Alaska.

Measure: Number of rural communities that receive concentrated technical assistance each year.

Analysis of results and challenges: The measures for this strategy are new and there is no current data. The measures have been chosen because they represent numbers that we have the ability to collect. Much of the assistance provided by tourism development staff includes providing clients with information, resources, and contacts. We discuss tourism development opportunities with them and offer advice and suggestions. Tourism development staff have prioritized providing assistance to rural clients. Tracking who the clients are and where they live will help development staff identify whether we are reaching the target clientele and contributing to increasing business opportunities in rural Alaska.

(4) Strategy: Advocate for statewide mineral resource development.

Target: Junior mining companies that are the most active and successful explorers.

Measure: 10% increase in number of junior mining companies active in the state

Analysis of results and challenges: This is a new measure and will be calculated starting in FY04.

(5) Strategy: Provide a bridge between minerals industry and communities.

Target: Take full advantage of mining opportunities for rural economic development

Measure: New jobs in rural areas

Analysis of results and challenges: This is a new measure and will be calculated starting in FY04.

(6) Strategy: Develop policies which remove barriers to mineral exploration and development.

Target: Develop Minerals Commission Report

Measure: Report outline strategies that remove barriers to Alaska mineral development to Governor, legislature, and congressional delegation

Analysis of results and challenges: The Minerals Commission was established in 1986 and prepares an annual report to the Governor and the Legislatures on ways to mitigate constraints on the development of minerals in Alaska.

(7) Strategy: Enhance Alaska fisheries development through delivery of financial assistance and facilitation between communities and agencies on fisheries issues.

Target: Direct and administer \$38 million in federal Fisheries Economic Development and Salmon Marketing Grants.

Measure: % of grant dollars successfully administered and completed by grantees in the current fiscal year.

Analysis of results and challenges: To rejuvenate Alaska's fishing industry in accordance with the Governor's Alaska Fisheries Revitalization Strategy and the Pacific Salmon Treaty Fund.

(8) Strategy: Increased timber sales for southeast region with concurrent employment in primary production and secondary processing.

Key Component Challenges

While visitor numbers to Alaska have increased over the years, the rate of growth for summer visitation has slowed substantially since the mid-1990s. The growth rate in summer visitors slowed to less than half a percent per year between 1999 and 2001. Even though visitors to Alaska increased by about 5% between summer of 2001 and 2002, all

visitor growth in recent years is attributable to the cruise sector. The decline in visitor growth rate, particularly, the decline in non-cruise visitors, is cause for serious concern for the visitor industry in Alaska.

Many if not most of our urban economies depend on tourism to provide a consistent infusion of “outside” dollars. In cities such as Anchorage, the tourism sector has matured to the extent where infrastructure planning, marketing programs, and specific revenue sources are in place for managing or promoting tourism. Rural Alaska, however, remains the frontier in tourism and transportation infrastructure, as well as having established mechanisms for managing and promoting tourism. It is our rural areas that have been hit hard by the downturns in the resource-based industries that need the diversification that participating in the tourism industry can bring, however, they often lack the staff and resources necessary to prepare for and attract tourism development in their communities. They are requesting information and technical and planning assistance to help them make informed choices about tourism development.

In a DCED analysis of tourism opportunities and challenges the state, the department noted a need for hospitality training in most rural areas. Even in places where tourism is well developed, hospitality training is an ongoing need because of workforce turnover. While hospitality training is supported by numerous industry and education organizations in Alaska, only 300 workers and students took the AlaskaHost course in 2002 and even fewer in 2003. This is in large part due to dwindling tourism DCED staff and funding resources in recent years. Also, the AlaskaHost program is offered in a limited capacity in a few areas of the state. The limitations are a factor of the number of trainers and where they are located.

Tourism is an important segment of the Alaska economy. Traditional economic views do not clearly identify tourism as an economic sector. Consequently, the “picture” of the tourism economy is currently buried within the data for a number of different recognized sectors such as retail services, travel and lodging. Additionally, our current Alaska Visitor Statistics Program provides information only for visitors to Alaska. It does not include resident tourism and other travel. To help policy makers, communities and businesses make informed decisions concerning future tourism industry development, Alaska needs an understanding of the overall activity, connections and impacts of this industry in the state that factors in resident travel and public sector expenditures for tourism marketing and infrastructure development.

Many of the independent travelers visiting Alaska enter via the Alaska and the Taylor Highways. While this represents a tremendous economic opportunity for the Alaska Highway community, many travelers simply drive through the region on their way to other areas and do not consider the “Borderlands” region a tourist destination in itself. Improved visitor information and promotion of the recreational opportunities in the region could increase the role of the area as a destination, and prompt more transient tourists to linger. The DCED-operated APLIC in Tok and the visitor facilities for the Tetlin National Wildlife Refuge are extremely limited in size and display capacity. They have difficulty accommodating tour bus groups, the sector of highway travelers that is the fastest growing. Furthermore, the number of visitors arriving by highway has declined slightly these past two years. For communities such as Tok that rely heavily on tourism, investments are needed to help attract and sustain a certain level of travel to the area, by Alaska residents as well as visitors to the state.

Significant Changes in Results to be Delivered in FY2005

To meet Governor Murkowski’s objectives of streamlining government and budget reduction, the economic development functions of the department have been reorganized through the elimination of the Division of Trade and Development and the establishment of an Office of Economic Development in the Commissioner’s Office. Regarding the trade function, an executive order transferring the trade function from the department to the Office of the Governor will be introduced before the 10th day of the Legislative session. Cost savings are achieved by eliminating two positions and related expenses.

The executive order will transfer the international trade and protocol functions to the Office of the Governor. Two positions from the former Division of Trade and Development are transferred to the Office of the Governor to carry out these functions. The department’s trade services will no longer be provided.

The economic development function of the former Division of Trade and Development is transferred to the new Office of Economic Development. The fisheries development function and other economic development staff from the Division of Community Advocacy are transferred to the Office of Economic Development. The primary function of the Office of Economic Development is to implement the Governor’s Access to the Future initiative. The Office of Economic Development is supervised by a development manager and not by a division director. Policy guidance is provided by the

commissioner and deputy commissioners. Necessary administrative support is provided by the Division of Administrative Services.

Major Component Accomplishments in 2003

Research. Completed the Visitor Arrival Studies for Fall/Winter 2001-2002 and Summer 2002. Contracted with Global Insight to develop a Tourism Satellite Account, a powerful new tool that will help the state understand the economic effects of tourism in a way that is comparable to other industry sectors. The tourism satellite account will also show the strengths and weaknesses of the tourism economy. The report will be completed by January 2004.

Local and Regional Planning and Development Efforts. Provided technical assistance for tourism planning, business development, product development, marketing, community and infrastructure planning and participated in tourism and economic development workshops and conferences throughout the State. Technical assistance included site visits to Hoonah and St. Mary's to evaluate tourism developments or proposed projects.

AlaskaHost Program. Trained 214 AlaskaHost participants, certified five new AlaskaHost seminar leaders and certified three new master trainers (those able to train other trainers) between January 2003 and September 2003.

Identified and met with prospective partners for the AlaskaHost program that include DCED, Alaska Travel Industry Association, the Alaska Hospitality Alliance, the Cook Inlet Tribal Council, the Alaska Department of Labor, the University of Alaska, and the Alaska Convention and Visitors Bureau Association. The objective of this partnership is to join forces with organizations that have already expressed interest in sponsoring and strengthening the AlaskaHost program to increase employment opportunities for Alaskans. A strategic planning session is scheduled for October 2003.

Tourism Marketing Review. Reviewed the Alaska Travel Industry Association's (ATIA) marketing plans, quarterly reports, budgets and contracts and participated in regular ATIA board and marketing meetings to ensure that state dollars are used most effectively and efficiently to promote Alaska. Participated in ATIA's annual strategic planning meeting.

Tok Visitor Center Project. Planning and design continue for a joint facility with the Tetlin National Wildlife Refuge. DCED tourism and business development staff are also developing other options for stimulating economic activity for non-cruise tourism communities along the road system such as developing and promoting an Arts and Crafts Corridor in Interior/Southcentral Alaska that would highlight Alaska artisans and businesses.

Statutory and Regulatory Authority

AS 44.33.020	Department of Community and Economic Development
AS 44.33.020 & AS 44.33.740	Rural Development
AS 44.33.431	Alaska Minerals Commission
AS 44.33.020(36)	Tourism Development

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**Office of Economic Development
Component Financial Summary**

All dollars shown in thousands

	FY2003 Actuals	FY2004 Authorized	FY2005 Governor
Non-Formula Program:			
Component Expenditures:			
71000 Personal Services	0.0	0.0	1,065.5
72000 Travel	0.0	0.0	69.2
73000 Contractual	0.0	0.0	153.1
74000 Supplies	0.0	0.0	19.1
75000 Equipment	0.0	0.0	2.9
76000 Land/Buildings	0.0	0.0	0.0
77000 Grants, Claims	0.0	0.0	0.0
78000 Miscellaneous	0.0	0.0	0.0
Expenditure Totals	0.0	0.0	1,309.8
Funding Sources:			
1004 General Fund Receipts	0.0	0.0	181.7
1007 Inter-Agency Receipts	0.0	0.0	70.0
1036 Commercial Fishing Loan Fund	0.0	0.0	196.8
1108 Statutory Designated Program Receipts	0.0	0.0	115.0
1175 Business License Receipts	0.0	0.0	746.3
Funding Totals	0.0	0.0	1,309.8

Estimated Revenue Collections

Description	Master Revenue Account	FY2003 Actuals	FY2004 Authorized	FY2005 Governor
Unrestricted Revenues				
Unrestricted Fund	68515	0.0	0.0	181.7
Unrestricted Total		0.0	0.0	181.7
Restricted Revenues				
Interagency Receipts	51015	0.0	0.0	70.0
Statutory Designated Program Receipts	51063	0.0	0.0	115.0
Commercial Fishing Loan Fund	51100	0.0	0.0	196.8
Business License Receipts	51173	0.0	0.0	746.3
Restricted Total		0.0	0.0	1,128.1
Total Estimated Revenues		0.0	0.0	1,309.8

**Summary of Component Budget Changes
From FY2004 Authorized to FY2005 Governor**

All dollars shown in thousands

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
FY2004 Authorized	0.0	0.0	0.0	0.0
Adjustments which will continue current level of service:				
-Transfer Fisheries Positions (PCN 08-1207, 08-5099, 08-9046) to Office of Economic Development from Community Advocacy	0.0	0.0	143.8	143.8
-Transfer Special Projects Manager and Economist to Office of Economic Development from Community Advocacy	181.7	0.0	0.0	181.7
-Transfer 11 Positions to Office of Economic Development from Trade & Development	0.0	0.0	911.3	911.3
Proposed budget increases:				
-Increase for Fisheries Program	0.0	0.0	53.0	53.0
-Increased Support To Alaska Marine Highway Reservation System	0.0	0.0	20.0	20.0
FY2005 Governor	181.7	0.0	1,128.1	1,309.8

Office of Economic Development Personal Services Information				
Authorized Positions			Personal Services Costs	
	FY2004 Authorized	FY2005 Governor		
Full-time	0	13	Annual Salaries	801,847
Part-time	0	3	Premium Pay	0
Nonpermanent	0	0	Annual Benefits	308,170
			<i>Less 4.01% Vacancy Factor</i>	(44,487)
			Lump Sum Premium Pay	0
Totals	0	16	Total Personal Services	1,065,530

Position Classification Summary					
Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Administrative Clerk II	0	0	0	3	3
Administrative Clerk III	0	0	1	0	1
Administrative Supervisor	0	0	0	1	1
Dev Spec I, Option A	0	0	1	0	1
Dev Spec I, Option B	0	0	1	0	1
Dev Spec II, Option A	0	0	1	0	1
Dev Spec II, Option B	0	1	1	0	2
Development Manager	0	0	1	0	1
Economist	1	0	0	0	1
Planner III	0	0	1	0	1
Special Projects Manager	1	0	0	0	1
Trade Specialist II	2	0	0	0	2
Totals	4	1	7	4	16