# MEMORANDUM OF UNDERSTANDING
**between the**
**DEPARTMENT OF ADMINISTRATION,**
**the**
**DEPARTMENT OF REVENUE,**
**the**
**OFFICE OF MANAGEMENT AND BUDGET,**
**and the**
**ATTORNEY GENERAL**

WHEREAS the Department of Administration, the Department of Revenue, the Office of Management and Budget, and the Attorney General agree that the State needs a Cash Deficiency Operating Plan and agree that:

1. the State of Alaska's Cash Deficiency Operating Plan is the plan dated April 2011;

2. each party will assist the others in providing information necessary to carry out the plan;

3. the Department of Administration, the Department of Revenue, the Office of Management and Budget, and the Alaska Attorney General endorse the plan and agree to operate by the plan.

This agreement takes effect April 30, 2011.

Becky Hultberg, Commissioner
Department of Administration

07-18-11
Date

Bryan Butcher, Commissioner
Department of Revenue

July 8, 2011
Date

Karen Rehfeld, Director
Office of Management and Budget

8/4/2011
Date

John J. Burns, Attorney General
Department of Law

07-27-11
Date

# STATE OF ALASKA
# CASH DEFICIENCY OPERATING PLAN
# April 2011

## Executive Summary[1]

The State recognizes that cash deficiencies occur and a plan is necessary to ensure State government continues to operate in these situations. Cash in the State's General Fund is essential to ongoing day-to-day operations. Without cash in the fund, the State cannot pay its bills and the daily operations of the State come to a halt. The State's daily cash need can be as much as $200 million in a single day. For purposes of this operating plan, a cash deficiency situation exists any time the General Fund cash balance is projected to, or actually does, drop below $200 million and is expected to stay below $200 million for five days. Past experience demonstrates that cash deficiencies occur, and therefore borrowing for cash flow purposes is necessary, even in years with a balanced budget.

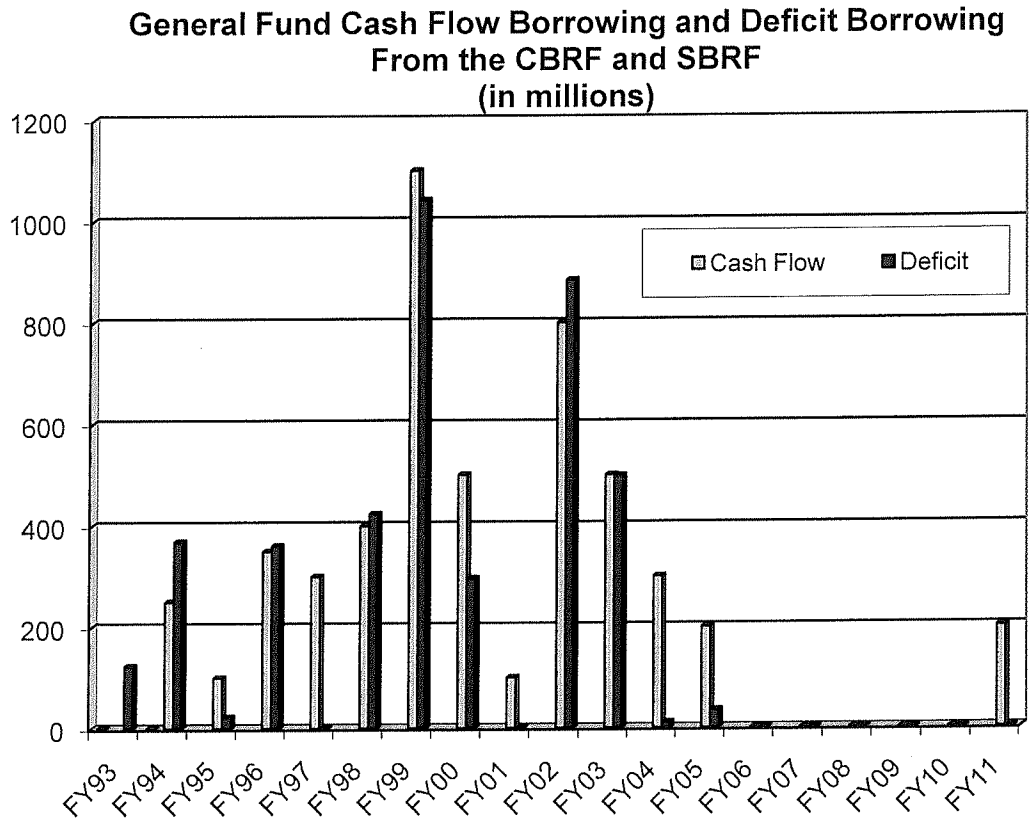
For 13 of the past 19 years, the General Fund has needed to borrow money from the Constitutional Budget Reserve Fund (CBRF) or the Statutory Budget Reserve Fund (SBRF) to meet its daily obligations for disbursements. Even in years of balanced budgets, the difference between receipts flowing in and disbursements flowing out of the State causes periodic cash deficiencies and annual budget gaps. The General Fund's cash requirements routinely exceed its balance at points during the fiscal year. The reasons for this include a mismatch in timing between revenues received and funds disbursed, fluctuating oil prices, falling oil production, and an increase in designated subfunds within the General Fund. The State has developed methods of identifying potential deficiencies and drawing upon financial reserves to compensate for them. The State created this plan to document the methods used when cash deficiencies first began to occur between FY92 and FY94. The agencies involved decided to revise the plan in FY00, and again in FY04,FY07, and FY11 to recognize that the State's fiscal situation and methods of identifying potential deficiencies have evolved over time, and to accommodate changes in administration.

The Departments of Law, Revenue, Administration, and the Office of Management and Budget have jointly developed and updated this Cash Deficiency Operating Plan to accomplish this goal. This plan outlines how the State identifies when a cash deficiency is likely to occur and the steps taken to resolve that deficiency. Treasury makes projections of cash flow patterns for each fiscal year that will identify potential deficiencies. Steps to resolve deficiencies are detailed in a hierarchical list, including borrowing funds from legislatively authorized sources, subfunds of the General Fund, and other temporary fund sources. The plan also sets out a procedure for seeking legislative relief if all borrowing sources are exhausted, and discusses the differences between borrowing for cash flow and borrowing for budgetary needs.

[1] A Glossary of Terms is available at the end of this document.

## Background and History

Before oil began flowing through the Trans-Alaska Pipeline in the late 1970's, approximately 30% of the State's receipts came from oil revenues. When North Slope oil production began, sizeable sums of cash began flowing into the State treasury. A steadily growing State operating budget, large and small annual capital budgets, and the State's Permanent Fund were funded by this increase in oil revenues. The State dependency on oil revenues increased to over 85%. In the late 90's to early turn of the century, North Slope oil production dropped more than 40% and record low oil prices occurred. More recently, oil prices have moved to record highs, and the General Fund has experienced budget surpluses. Despite these surpluses, however, cash flow borrowing was still necessary to meet spending needs in 13 of the past 19 years (see graph for Cash Flow Borrowing and Deficit Borrowing).




One of the main factors causing cash deficiencies every year, even when the budget for that year is balanced, is that the inflow of unrestricted receipts does not mirror the outflow of cash disbursements. While receipts tend to flow in at a generally consistent rate throughout the year, with peak periods at the end of each month, quarter, and fiscal year, disbursements are cyclical with high and low periods throughout the year. The first quarter disbursements and appropriated fund transfers of each fiscal year are generally much higher than receipts for the same period, often creating cash deficiency situations before the end of the first quarter. Redirection of

revenues from the General Fund to other funds has occurred gradually since the 1990s. Prior to 1990, most unrestricted revenues flowed directly into the General Fund where they were available to pay for the day-to-day costs of operating State government. Over time, the legislature has established many subfunds of the General Fund, listed in Appendix B, which are designated for specific purposes (though most are still subject to annual appropriation). In 1990, the legislature appropriated the entire General Fund balance available for appropriation at the end of FY91 to a statutory budget reserve fund (SBRF). That same year, a popular vote amended the Alaska Constitution to establish a separate CBRF for the deposit of oil tax settlements. These actions diverted cash, historically destined for the General Fund, to other funds or subfunds so that it is no longer available to pay for day-to-day operating costs.

The Legislature had historically addressed both the cash deficiencies and the budget shortfalls by including in the language section of the appropriation act(s) authority for the executive branch to borrow cash from the SBRF and CBRF. This appropriation language is necessary to avoid some of the extreme consequences of implementing procedures 5, 6, 7, or 8 listed in Appendix A.

It is important to understand that the amount required each year to balance the budget will be different than the amount required to maintain an adequate cash balance in the General Fund. Borrowing for cash flow is necessary each time the General Fund balance falls below $200 million to ensure that the State has adequate working capital. Borrowing for budgetary purposes is the amount of borrowing necessary to balance annual differences between revenues and expenditures, on an accrual basis. Cash deficiency borrowing can occur at any time during the year. While the amount of a budget shortfall is not fully known until after the end of the fiscal year, it is not uncommon to have a need for cash flow borrowing even if there is no fiscal budget gap.

**Legislative Benchmarks**

In FY99 the legislature set a cap for the first time on the total funds that could be borrowed from the CBRF for either cash deficiencies or budget shortfalls. Lower than anticipated oil prices caused the cap to fall $400 million short of funding the total General Fund cash flow deficit for that year. The legislature subsequently increased the cap for FY99, and placed an additional cap on FY00.

In FY04, for the first time ever, the legislature appropriated from the CBRF under Article IX, section 17(b). This section says:

> If the amount available for appropriation for a fiscal year is less than the amount appropriated for the previous fiscal year, an appropriation may be made from the budget reserve fund. However, the amount appropriated from the fund under this subsection may not exceed the amount necessary, when added to other funds available for appropriation, to provide for total appropriations equal to the amount of appropriations made in the previous calendar year for the previous fiscal year.

This section limits the amount that can be drawn to balance the budget to the excess of the

amount appropriated for the previous year (excluding supplementals) over the amount available to appropriate in the current year. The conundrum to this calculation was that, because of fluctuations in earnings and oil prices, the amount available to appropriate in the current year cannot be known until the year is over. This means that borrowing must occur in advance of knowing the limit and ratification by the legislature is the only remedy available if the total amount drawn to balance the budget exceeds the limit at the end of the year. The amount available for appropriation is calculated by the Office of Management and Budget and the Department of Revenue, and the amount drawn to balance the budget is determined by the Department of Administration.

Also new in FY04 was language appropriating General Fund interest to the CBRF in order to compensate for any lost earnings of the CBRF due to borrowing necessary for cash flow purposes only. This requires determining the difference between the amounts borrowed and repaid for the current year, and calculating the interest related to this amount for transfer from the General Fund to the CBRF. Department of Revenue makes this calculation and Department of Administration transfers the interest from the General Fund to the funds borrowed against.

The proceeds of the general obligation bond sale were also considered when reviewing other possible funding sources for borrowing in FY04. Advice on interfund borrowing from the Alaska Attorney General in the form of an opinion dated June 26, 2003 specifies that any amounts borrowed from the general obligation bond construction funds, plus interest, must be repaid by the end of the fiscal year. Signatories to this memorandum agree that repayment by the end of the fiscal year extends to any interfund borrowing that is not appropriated. For that reason, borrowing general obligation bond proceeds was considered to be a less viable option than borrowing from the CBRF above the section 17(b) appropriation limit.

Additionally, in FY04, subfund borrowing was a very limited option since the funds, once swept to the CBRF, were not immediately reappropriated to the subfunds by the legislature.

In FY06 the legislature, for the first time in many years, did not include any authority to borrow for balancing the budget. Only the language requiring interest on cash flow borrowing was included. Fortunately FY06 through FY10 were balanced budget years, so the State did not have to resort to one of the following four options outlined in this document:

In FY09 the state had accumulated revenue receipts and paid the CBRF and SBRF as follows:

- $2.6 billion to the CBRF effective FY08, Chapter 11, SLA 2008
- $400 million to the CBRF effective FY08, Chapter 29, SLA 2008
- $1 billion to the SBRF effective FY08, Chapter 11, SLA 2008
- $1 billion to the CBRF effective FY09, Chapter 27, SLA 2008

In FY10 the state paid in full the CBRF in the amount of $401,617,000, Chapter 13, SLA 2010.

## Change in Administration

In November 2010, Governor Parnell was elected, and the interested parties in this agreement changed. Also legislative authority and economic conditions change every year. For this reason,

it was determined that an updated agreement should be signed with the change in administration.

## Plan Overview and Initiation Criteria

In order to continue operating on a daily basis, the State must be able to reliably predict when a cash flow deficiency will occur and must have a planned response to manage the deficiency. This plan includes both the procedures used to project future cash balances and a response plan for resolving cash flow deficiencies.

The Cash Deficiency Operating Plan begins with a series of daily operations in both the Departments of Revenue and Administration. Depending on daily conditions, the plan evolves into a series of strategic steps designed to ensure the availability of adequate cash balances to meet day-to-day expenses. Conditions at the time will trigger the course of action to meet the identified cash problem.

Both the Departments of Revenue and Administration have improved their procedures for monitoring daily General Fund cash balances and developed reliable cash flow projections. ```Using an internally developed model, the Department of Revenue produces revised cash balance projections monthly, and compares them to actual balances on a daily basis. The model can be used to quickly develop new cash projections if major changes occur in any of the key components of the projection model including oil prices, production receipts, or spending patterns.

Execution of the plan is dependent on the availability of a broad range of information relating directly to the flow of cash in and out of the State's General Fund. Critical elements include:

- oil prices – current and projected
- production levels – current and projected
- oil receipts – taxes and royalties
- other receipts
- historical spending patterns
- projected cash balances
- legislative limits on borrowing from CBRF and other funds

Several components make up this plan, some of which are executed on a regular basis while others may or may not ever be executed. The following is a brief description of each of these components and the action that triggers their execution.

1. **Develop cash projections and determine when predicted cash deficiencies occur**: Using the elements listed above, the Department of Revenue develops revised cash balance projections monthly. The Department of Revenue reviews the new projections and predicts when the cash balance will drop below the threshold level for cash deficiencies.

2. **Monitor daily cash balances**: Both the Departments of Revenue and Administration perform this task daily to ensure bills can be paid.

3. **Determine the specific course of action needed to address the projected deficiency condition**: Using a predetermined set of criteria, staff within the Departments of Revenue and Administration will determine which of the recovery procedures to execute.

4. **Execute recovery procedures to maintain a balance above the established threshold needed for daily operations**: The State will execute one of the following recovery procedures to ensure the cash balance remains above the threshold. The situation may require the State to implement subsequent procedures.

   A. Execute appropriated transfers from the SBRF, CBRF or other funds to the General Fund (appropriated borrowing).

   B. Execute other transfers from within the General Fund group (subfunds) to the General Fund (internal borrowing).

   C. Execute procedure to seek legislative relief.

   D. Execute procedure to borrow from the CBRF or SBRF in excess of appropriated borrowing, if the Commissioners of Revenue and Administration, the Attorney General, and the Director of the Office of Management and Budget have certified that there will be sufficient money in the General Fund to repay the CBRF, including interest, by the end of the fiscal year.

   E. Prioritize disbursements and restrict expenditures of the State subject to available cash by prioritizing payments to vendors, grantees, municipalities, and employees.

The detailed procedures for each of these components are included in Appendix A.

The State must consider additional steps if the procedures listed above cannot accomplish recovery, or when the SBRF and CBRF balances fall below estimated borrowing and cash flow needs for two fiscal years. At that time, the plan signatories will need to prioritize the State's schedule for disbursements.

The Departments of Revenue and Administration have both taken action to maximize cash management opportunities. No readily identifiable opportunities remain to significantly improve the State's cash management for forecasting purposes. The State has come into compliance with the Cash Management Improvement Act of 1990 (CMIA). The Department of Administration has adopted a fund transfer policy in section 25.125 of the Alaska Administrative Manual to minimize adverse cash flow effects of transfers between funds.

# APPENDIX A

## PROCEDURES

PROCEDURE 1: Develop monthly cash projections

PROCEDURE 2: Monitor daily General Fund cash balances

PROCEDURE 3: Determine specific course of action to address deficiency

PROCEDURE 4: Execute appropriated transfers from the CBRF, SBRF or other funds to the General Fund (appropriated borrowing)

PROCEDURE 5: Execute other transfers from within the General Fund group (subfunds) to the General Fund (internal borrowing)

PROCEDURE 6: Seek legislative action

PROCEDURE 7: Execute procedure to borrow from the SBRF or CBRF in excess of appropriated borrowing

PROCEDURE 8: Prioritize disbursements and restrict expenditures of the State because borrowing is unavailable

PROCEDURE 9: Reevaluate Cash Deficiency Operating Plan when cash needs for the next two years exceed the CBRF and SBRF balances

PROCEDURE 10: Execute repayment of borrowed cash

**PROCEDURE 1:** Develop monthly cash projections

**EXPLANATION:** Many of the variables affecting the rate at which cash flows into and out of the State's General Fund change from month to month. The monthly modeling process executed by the Department of Revenue, Treasury Division staff will reflect these changes. Inclusion of the updated variables increases the reliability of the projection data.

| Position | Action Taken |
|---|---|
| Treasury Operations Analyst | Gather the most current information for each of the variables in the cash projection model at the beginning of each month and enter them into the model. |
| Treasury Operations Analyst | Execute the cash projection model, which calculates revised General Fund cash projections for the next 12 months based on the current set of variables. |
| Cash Management Technician | Post the updated cash projections to the Internet. |

**DECISION PROCESS:** When the new cash projections have been developed, they are evaluated to determine whether the General Fund cash balance is projected to drop below a minimum threshold in any of the next 12 months.

| Position | Action Taken |
|---|---|
| Cash Manager & Cash Accountant | Review the projection and determine whether the General Fund cash balance will drop below $200 million in any of the next 12 months. |
| Cash Manager | If the projected balances are all over $200 million, no new action is necessary. |
| Cash Manager | If the projection indicates the balance will drop below $200 million in any of the next 12 months, make a determination as to the proper course of action to address the projected deficiency (see Procedure 3). |
| DOR Treasury Deputy Commissioner, Cash Manager, Cash Accountant, Director of Finance, Accounting Services Supervisor | If the General Fund cash balance is more than $400 million, and it is the consensus of this group that this balance is projected to remain greater than $400 million for more than a 30 day period, and cash has been borrowed during the current fiscal year, then the repayment procedure may be executed (see Procedure 10). |

**PROCEDURE 2:** Monitor daily general fund cash balances

**EXPLANATION:** To determine if the fund sufficiency balance (cash minus warrants outstanding) is below a target level of $200 million on any given day.

| Position | Action Taken |
|---|---|
| Cash Management Staff | Retrieve daily cash balances from AKSAS and update Cash Management report of daily balances. |
| Cash Management Staff | Report balances to Cash Manager and Assistant Cash Manager. |
| Cash Management Staff | Publish spreadsheet to Cash Management's web site. |
| | |
| Finance Accountant | Retrieve daily cash balances from AKSAS and update spreadsheet for daily balances. |
| Finance Accountant | Distribute spreadsheet to Director of Finance, State Accountant, Accounting Services Supervisor |

**DECISION PROCESS:** The Finance Accountant makes a determination whether the sufficiency balance will correct itself within an acceptable timeframe by analyzing anticipated very short-term disbursements and receipts.

| Position | Action Taken |
|---|---|
| Accounting Services Supervisor | Contact Assistant Cash Manager in Department of Revenue and discuss very short-term anticipated disbursements and receipts. |
| Assistant Cash Manager & Accounting Services Supervisor, in consultation with Cash Manager and Director of Finance | If the General Fund cash balance is less than $200 million, and revenues are not projected to bring the balance above this mark within five business days, or disbursements are anticipated to deplete the cash balance, a decision will be made to execute an appropriate borrowing procedure (see Procedure 3). |

**PROCEDURE 3:** Determine specific course of action to address deficiency

**EXPLANATION:** Once a cash deficiency situation has been identified, determine the action to take to eliminate the deficiency. Treasury will update the cash flow projection model to reflect that action.

***The Accounting Services Supervisor and the Assistant Cash Manager will forward the recommendation to the Director of Finance and the Cash Manager, respectively.***

| Position | Action Taken |
|---|---|
| Accounting Services Supervisor | Evaluate **appropriated borrowing** (Procedure 4) option and make a recommendation. Appropriated borrowing can occur if all the following conditions are met:<br><br>• appropriated borrowing has been authorized by the legislature<br>• the authorized borrowing has not already been exceeded<br>• there is borrowable cash remaining in the authorized sources<br><br>If any one of these conditions do not exist, the State must evaluate the internal borrowing option (see Procedure 5). |
| Accounting Services Supervisor | Evaluate option to borrow cash from subfunds (see Appendix B) within the General Fund group (Procedure 5 - **internal borrowing**) and make a recommendation. Internal borrowing can only occur if all the following conditions are met:<br><br>• appropriated borrowing has been exhausted<br>• unappropriated cash is available in subfunds of the General Fund group<br><br>If these conditions are met, then the Finance Accountant prepares a list of cash balances available in the subfunds of the general fund. If any one of the conditions does not exist, the State must consider whether to seek legislative relief (see Procedure 6). |
| Cash Manager, Director of Finance, and Director of OMB | Evaluate subfund borrowing options. |
| Cash Manager & Director of Finance consult all Signatories | If subfund borrowing does not appear to be feasible, evaluate option to **seek legislative relief** (Procedure 6), including requesting that the Governor call a special session, if necessary. |
| Cash Manager & Director of Finance consult all Signatories | Evaluate option to **borrow cash in excess of amount appropriated** (Procedure 7), if all of the following conditions are met:<br><br>• appropriated borrowing has been exhausted<br>• sufficient cash remains in the CBRF or SBRF to borrow<br>• the signatories of the plan certify that sufficient revenue is anticipated to be received in the General Fund by the end of the fiscal year to allow for full repayment, including interest. |
| All Signatories of the Plan | Evaluate option to **prioritize disbursements and restrict expenditures** of the State (Procedure 8). |

**PROCEDURE 4:** Execute appropriated transfers from the CBRF, SBRF or other funds to the General Fund (appropriated borrowing)

**EXPLANATION:** If a current deficiency has been identified, review appropriated transfers that have been made to date from authorized sources and identify amounts that may still be transferred.

| Position | Action Taken |
|---|---|
| Accounting Services Supervisor | Discuss cash deficiency problem with the Director of Finance, State Accountant, Assistant Cash Manager, and Cash Manager to confirm borrowing amount. |
| Assistant Cash Manager | Work with the Accounting Services Supervsior and Portfolio section of Treasury Division to determine the best day to perform a cash transfer, within the timeframe established in Procedure 2, to minimize investment losses. |
| Director of Finance | Notify Cash Manager, Chief Investment Officer, Portfolio Investment Officer, and Director of the Office of Management and Budget of amount and when transfer will occur. |
| Finance Accountant | Process transfer transaction in AKSAS. |

Note: Article IX, Section 17(d) of the Alaska Constitution provides that amounts appropriated from the CBRF are to be repaid from the General Fund available for appropriation at the end of each succeeding fiscal year. Any available balance in the General Fund at yearend must be transferred to the CBRF until all borrowing is repaid.

**PROCEDURE 5:** Execute other transfers from within the General Fund group (subfunds) to the General Fund (internal borrowing)

**EXPLANATION:** If Department of Administration identifies a current cash operating deficiency, analyze the balances in all subfunds of the General Fund as identified in Appendix B and determine possible sources for transfer.

| Position | Action Taken |
|---|---|
| Accounting Services Supervisor | Prepare list of subfunds and available cash balances to provide to the Director of Finance, State Accountant, Assistant Cash Manager, Cash Manager, and Director of OMB. |
| Director of Finance<br>Cash Manager<br>Director of OMB | Review list prepared by Finance Accountant above and determine plan for subfund borrowing. |
| Cash Manager | Notify Chief Investment Officer, Portfolio Investment Officer of amount and date of the projected transfer. |
| Finance Accountant | Process transfer transaction in AKSAS. |
| Cash Manager | Process banking transaction. |

**PROCEDURE 6:** Seek legislative action

**EXPLANATION:** If a cash deficiency is projected and the State has already executed all appropriated and internal borrowing procedures, it will be necessary to seek legislative relief to correct the cash deficiency problem.

| Position | Action Taken |
|---|---|
| All Signatories of the Plan | Present current cash position, forecasted cash position, cash deficiency plan, and recommendation for proceeding to the Governor for approval. |
| Governor | Approve, or modify and approve, recommendation for addressing the problem. |
| Governor | Act on the recommendation of all signatories of the plan, submit a proposal for correcting the problem to the legislature and request action in either the current legislative session, the upcoming session or in special session, depending on the nature and timing of the projected cash deficiency. |

**PROCEDURE 7:** Execute procedure to borrow in excess of appropriated borrowing

**EXPLANATION:** After exhausting all appropriated and internal sources of cash available for borrowing, the State may need to borrow additional funds from the CBRF or SBRF. ***Such borrowing can only occur if the signatories of the plan certify that anticipated receipts are sufficient to pay the debt, with interest, before the end of the current fiscal year.*** If anticipated receipts are certified sufficient, the borrowing may occur.

| Position | Action Taken |
|---|---|

| | |
|---|---|
| All Signatories of the Plan | Make a determination whether there are sufficient anticipated receipts to repay the borrowing by the end of the current fiscal year. |
| Accounting Services Supervisor | Obtain approval to proceed from the signatories of the plan. |
| All Signatories of the Plan | Alert the Legislative Budget and Audit Committee. |
| Director of Finance | Notify Cash Manager, Chief Investment Officer, Portfolio Investment Officer, the Director of the Office of Management and Budget, and the Legislative Budget and Audit Committee of amount and date of the projected transfer. |
| Accounting Services Supervisor | Process transfer transaction in AKSAS. |
| Treasury Assistant Comptroller | Calculate interest on cash flow borrowing for repayment. |
| Finance Accountant | Repay principle and interest. |
| All Signatories of the Plan | If General Fund revenues turn out to be insufficient to repay principle and interest, seek legislative ratification of overspending. |

Note: Article IX, Section 17(d) of the Alaska Constitution provides that amounts appropriated from the CBRF are to be repaid from the General Fund available for appropriation at the end of each succeeding fiscal year. Any available balance in the General Fund at yearend must be transferred to the CBRF until all borrowing is repaid.

**PROCEDURE 8:** Prioritize disbursements and restrict expenditures of the State because borrowing is unavailable

**EXPLANATION:** When all sources of appropriated and temporary borrowing are exhausted, the signatories of this plan need to prioritize disbursements of the State.

| Position | Action Taken |
|---|---|
| Director of Finance | Schedule meeting to determine prioritization of disbursements. |
| All Signatories of the Plan | Evaluate disbursement activity and identify expenditures to restrict until cash sufficiency is restored. |
| Director of Office of Management and Budget | Communicate expenditure prioritization plan to affected agencies. |
| Director of Finance | Working with affected agencies, ensure AKSAS implements the prioritization plan. |

**PROCEDURE 9:** Reevaluate cash deficiency operating plan when cash needs for the next two years exceed the CBRF or SBRF balances.

**EXPLANATION:** When the balance of the CBRF or SBRF falls below estimated borrowing and cash flow needs for two fiscal years, the signatories of this plan need to reevaluate the Cash Deficiency Operating Plan.

| Position | Action Taken |
|---|---|
| Cash Manager | Schedule a meeting of all signatories of the plan to reevaluate the Cash Deficiency Operating Plan. |
| All Signatories of the Plan | Make recommendation to the Governor. |
| Governor | Approve, or modify and approve, recommendation for raising additional revenues to addressing the problem. |
| Governor | Act on the recommendation of all signatories of the plan, submit a proposal for correcting the problem to the legislature and request action in either the current legislative session, the upcoming session or in special session, depending on the nature and timing of the projected cash deficiency. |

**PROCEDURE 10:** Execute repayment of borrowed cash

**EXPLANATION:** The General Fund will repay any cash balances anticipated to be over $400 million during the fiscal year, for a period of more than 30 days, or in excess of $200 million at the end of the fiscal year, to the fund from which borrowing occurred during that fiscal year.

| Position | Action Taken |
|---|---|
| Accounting Services Supervsor | Draft memo from Director of Finance to State Accountant requesting a repayment be made:<br><br>• If the General Fund cash balance is projected to be greater than $400 million for a period of more than 30 days, the amount to be repaid will be the highest projected amount of General Fund cash in excess of $400 million, which will not take the balance below the $200 million threshold during the repayment period.<br>• If, at the end of the fiscal year, the General Fund cash balance is projected to exceed $200 million, the amount to be repaid will be the amount of General Fund cash in excess of $200 million that does not reduce General Fund cash below $100 million on the preceding day. |
| Director of Finance | Notify Cash Manager, Chief Investment Officer, Portfolio Investment Officer, and Director of the Office of Management and Budget of amount and when transfer will occur. |
| Finance Accountant | Process transfer transaction in AKSAS. |

# APPENDIX B
# GENERAL FUND SUBFUND BORROWING

| Fund | Authority | AKSAS |
|---|---|---|
| Adak Airport Operations | PL 101-510 | 11181 |
| *Alaska Capital Income | AS 37.05.565(a) | 11185 |
| Alaska Children's Trust | AS 37.14.200 | 34050 |
| *Alaska Debt Retirement | AS 37.15.011 | 11138 |
| Alaska Gasline Inducement Act Reimbursement Fund | AS 43.90.400 | 11188 |
| *Alaska Historical Commission Receipts Account | AS 41.35.380 | 11111 |
| *Alaska Marine Highway System | AS 19.65.060 | 12149 |
| *Alaska Marine Highway System Vessel Replacement | AS 37.05.550 | 11137 |
| *Alaska Senior Care | AS 47.450.360 | 11182 |
| Alaska Surplus Property | AS 37.05.500(a)(2), AS 44.68.130 | 11112 |
| *Alaska Technical and Vocational Education Program Account | AS 23.15.830 | 11166 |
| Alaska Transportation Infrastructure Bank | US Title 23 | 21653 |
| Alaska Veteran's Memorial Endowment | AS 37.14.700(a) | 36010 |
| *Alcohol and Other Drug Abuse Treatment and Prevention Fund | AS 43.60.050 | 11178 |
| Anatomical Gift Awareness | AS 13.50.160(a) | 11183 |
| Art in Public Places | AS 44.27.060 | 11124 |
| Assistive Technology Loan Guarantee | AS 23.15.125 | 11154 |
| *Building Safety Account | AS 44.31.025 | 11177 |
| *Commercial Passenger Vessel Environmental Compliance | AS 46.03.482 | 11174 |
| Commercial Vessel Passenger Tax Account | AS 43.52.230(a) | 11203 |
| Community Revenue Sharing Fund | AS 29.60.850 | 11200 |
| *Crime Victims Compensation Fund | AS 18.67.162 | 11207 |
| Disaster Relief | AS 26.23.300 | 12120 |
| Donated Commodity Fees | USC 7 CFR, PART 250 | 11120 |
| *Educational Facilities Maintenance and Construction | AS 37.05.560 | 11142 |
| Election Fund | Federal HR 3295 | 11179 |
| *Employment Assistance and Training Program | AS 23.15.625 | 11134 |
| Exxon Valdez Oil Spill Unincorp Rural Community Grant | AS 44.33.115 | 11161 |
| FHWA - Airspace Leases | USSTURAA 1987, Section 156 | 11126 |
| FICA Administration | AS 39.30.050 | 11110 |
| Fisheries Disasters Fund | P.L. 108-7 Section 2 | 11180 |
| Fuel Emergency | AS 26.23.400 | 11125 |
| Fund for the Improvement of School Performance | AS 14.03.125 | 11145 |
| *Large Passenger Gambling Tax Fund | AS 43.35.210-220 | 11206 |
| Major Maintenance Grant | AS 14.11.007 | 11144 |
| Memorial Education Revolving Loan | AS 14.43.255 | 21611 |
| *Mental Health Trust Income Account | AS 34.14.011 | 34042 |
| *Municipal Capital Project Matching Grant | AS 37.06.010 | 11146 |
| NTSC Bonds Funding | | 11176 |
| Oil and Gas Tax Credit Fund | AS 43.55.028 | 11189 |
| *Oil and Hazardous Substance Release Prevention | AS 46.08.010(a) | 11122 |
| *Oil and Hazardous Substance Release Prevention Mitigation | AS 46.08.020(b) | 11139 |
| Oil and Hazardous Substance Release Response | AS 46.08.010(a) | 11129 |
| *Oil and Hazardous Substance Release Response Mitigation | AS 46.08.025(b) | 11153 |
| *Originator Surety Fund | AS 06.60.500 | 11202 |
| Permanent Fund Dividend | AS 43.23.045 | 33020 |
| Public Education | AS 14.17.300 | 11184 |
| *Railbelt Energy | AS 37.05.520 | 11123 |
| Randolph-Sheppard Small Business | AS 23.15.130, 20 USC 107-107(f) | 11118 |
| Real Estate Surety | AS 08.88.450 | 11121 |

| | | |
|---|---|---|
| Regional Cruise Ship Impact Fund | AS 43.52.230(c) | 11209 |
| School Construction Grant | AS 14.11.005 | 11143 |
| School Trust Land Sales | Attorney General Opinion | 11162 |
| State Insurance Catastrophe Reserve Account | AS 37.05.289 | 11133 |
| *State Land Disposal Income | AS 38.04.022 | 11164 |
| *State Land Reforestation | AS 41.17.300 | 12130 |
| *Statutory Budget Reserve | AS 37.05.540 | 11115 |
| TAPS Rebate | Federal Public Law 101-380 | 11163 |
| *Tobacco Use Education and Cessation Account | AS 37.05.580 | 11175 |
| Training and Building | AS 23.20.130(d) | 12121 |
| *Trauma Care Fund | AS 18.08.085 | 11208 |
| *Unincorporated Community Capital Project Matching Grant | AS 37.06.020 | 11147 |
| *Vocational Rehabilitation Small Business Enterprise | AS 23.15.130 | 11116 |
| * Worker's Compensation Benefits Guaranty | AS 23.30.082 | 11186 |
| *Workers' Safety and Compensation Administration Account | AS 23.05.067 | 11173 |

* Certain subfunds have been identified as General Fund available for appropriation and will be the first subfunds from which borrowing would occur. Within this category, the amount available to borrow will be determined based on several factors, including fund sufficiency balance, existing appropriations, federal statutes, other restrictions that may have been placed on the funds, and anticipated expenditure and revenue flows. All other funds would be considered the second priority to draw from and would fall under the same evaluation described above.

# GLOSSARY OF TERMS

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| AKSAS | Alaska Statewide Accounting System |
| AS | Alaska Statute |
| Cash Deficiency | The General Fund sufficiency balance has dropped below $200 million |
| Disbursements | A decrease in the State's current financial resources due to warrant or nonwarrant disbursal |
| Expenditures | Disbursements reported on a modified accrual basis |
| Fund | A fiscal and accounting entity with a self-balancing set of accounts used to manage the income and outflow of the State's financial resources |
| Fund Sufficiency Balance | A measure of a fund's ability to pay for disbursements, calculated as cash held by the fund less any warrants outstanding |
| General Fund | The State's primary operating fund that is used to account for all of the State's financial resources except for those accounted for in a special purpose fund |
| Receipts | An increase in the State's current financial resources due to receipt of cash |
| Revenues | Receipts reported on a modified accrual basis |
| USC | United States Code |
| USSTURAA | United States Surface Transportation and Uniform Relocation Assistance Act |
| Warrants Outstanding | Warrants that have been issued, but not yet presented to the State for purchase |