

**MUNICIPAL LIGHT
AND POWER**

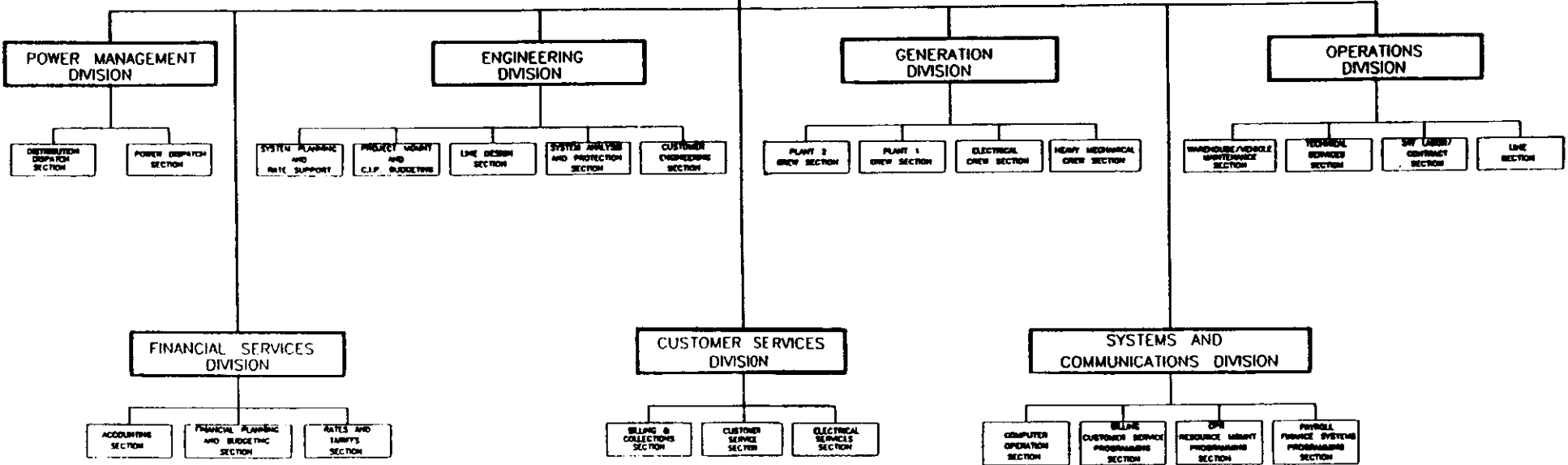
Municipal Light and Power

**Business Plan /
Strategic Plan**



GENERAL MANAGER

ADMINISTRATION SECTION



Approved By: *[Signature]* Date: 5/10/90
 Approved By: *[Signature]* Date: 5/17/90
 Approved By: *[Signature]* Date: 5/27/90

THIS REPLACES ORGANIZATION CHART DATED: 7-31-87

MUNICIPAL LIGHT & POWER
DATA SUMMARY

	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
Revenues	68,504,910	71,712,645	72,900,357	73,031,314	70,985,000	73,220,000	77,500,000	80,400,000	83,500,000	87,000,000	90,600,000
Expenses	67,324,419	70,332,311	68,745,137	70,609,476	70,477,000	72,929,000	76,000,000	78,500,000	81,200,000	84,300,000	87,300,000
Extraord. Item Gain (Loss) (1)	19,697,578	2,053,997	0	0	0	0	0	0	0	0	0
Net Income – Regulatory	20,878,069	3,434,331	4,155,220	2,421,838	508,000	291,000	1,500,000	1,900,000	2,300,000	2,700,000	3,300,000
Work Force (Budgeted Positions)	194	198	203	(2) 209	216	216	219	220	222	224	226
Net Electric Plant (Excludes Contrib. Plant)	137,864,251	133,968,230	133,494,099	135,236,753	135,500,000	135,800,000	136,100,000	136,400,000	136,700,000	137,100,000	137,800,000
Retained Earnings	31,735,600	35,874,315	40,376,830	42,921,924	43,100,000	43,200,000	45,300,000	47,000,000	49,500,000	52,300,000	55,200,000
Equity Gen'l Cash Pool	24,400,348	14,868,763	21,307,520	25,750,451	24,658,451	22,704,000	21,350,000	19,750,000	17,900,000	15,400,000	13,000,000
Equity Bond Cash Pool (3)	30,015,774	32,477,315	28,429,950	25,878,339	25,300,000	25,300,000	25,300,000	25,300,000	20,300,000	20,300,000	20,300,000
Capital Spending	6,305,528	8,014,370	10,545,914	13,230,594	11,000,000	12,000,000	13,000,000	14,000,000	15,000,000	16,000,000	17,000,000
IGC	1,416,650	1,465,730	1,299,001	1,233,825	1,501,854	1,779,000	1,850,000	1,950,000	2,050,000	2,150,000	2,250,000
MUSA	1,787,686	2,754,236	(4) 967,441	1,746,985	1,760,000	1,950,000	1,965,000	1,980,000	1,995,000	2,008,000	2,025,000
Debt Service Coverage	1.57	1.68	1.67	1.65	1.57	1.58	1.66	1.71	1.76	1.79	1.83
LT Debt/Equity	86.1/13.9	84.3/15.7	82.4/17.6	81.2/18.8	80.7/19.3	80.2/19.8	79.3/20.7	78.1/21.9	76.7/23.3	75.1/24.9	73.2/26.8
Debt Service	18,451,988	17,500,209	18,045,949	17,159,395	17,159,713	17,155,252	17,158,863	17,153,244	17,157,645	17,153,959	17,154,725
Personnel Cost	8,293,400	8,565,924	8,850,847	9,029,687	9,350,000	9,575,000	10,000,000	10,500,000	10,900,000	11,400,000	12,000,000
Personnel Benefits	4,243,609	4,211,495	3,894,372	4,254,942	4,345,000	4,515,000	4,700,000	4,900,000	5,100,000	5,400,000	5,600,000
Percent of Rate Increase	0	0	0	0	(5) 4.50%	0	3.20%	3.40%	3.30%	3.20%	3.20%
Residential Customer (6) Typical Bill (500 kWh)	\$41.40	\$47.28	\$45.78	\$51.95	\$47.74	\$47.78	\$49.07	\$50.49	\$51.91	\$53.33	\$54.79

(1) 1988 – Reverse loss on refinancing expensed in 1986 per APUC order; loss to be amortized. 1989 – Gain resulting from liquidated 1983 Junior Lien Redemption Reserve.

(2) The four regular part-time Customer Service positions have been combined and treated as two positions.

(3) Equity in bond cash pool in 1990 through 1995 included \$5.1 million for Eklutna purchase. The \$5.1 million for Eklutna was previously included in the general cash pool.

(4) Includes return of 1989 1.25% gross receipts portion of MUSA as required by APUC order. 1990 and all future years assume no payment of the 1.25% gross receipts portion of MUSA as a dividend.

(5) Pending APUC approval.

(6) Rate charged to Residential customers as of March 31 each year on 500 kWh of power; includes Cost of Power Adjustment.

Assembly Revision 11-17-92

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1993
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MISSION

Municipal Light and Power is committed to providing our customers with safe, economical and reliable electrical service on a continuing basis.

GOALS

The goals of Municipal Light and Power (ML&P) are to:

- Ensure ML&P's financial stability while supplying our customers' electrical energy requirements
- Operate and maintain the electrical system with optimum economic efficiency
- Emphasize customer assistance, and prompt and reliable service
- Provide for the safety of the public and employees in the operation of the electrical system
- Comply with environmental regulations
- Promote economic development
- Continue to identify customers with special electrical needs for life support systems
- Continue programs that increase community knowledge of the electric utility and of electrical safety
- Plan with regard to aesthetics, within budget constraints
- Provide specialized customer service on a reimbursable basis

Utility

Division

Budget Year

MUNICIPAL LIGHT & POWER

1993

FACTORS DRIVING THE UTILITY

- 1993 Retail kWh sales will increase 2%
- Environmental regulations will increase utility costs
- New building construction activity by consumers will be minimal for the budget period
- More consumers will require specialized services
- Base price of gas will remain relatively stable
- Overall customer base will grow 2%
- Utility will be regulated by the APUC
- 1993 labor costs include CPI increases

Utility MUNICIPAL LIGHT & POWER	Division ADMINISTRATION	Budget Year 1983
<p><u>FUNCTIONAL DESCRIPTION</u></p> <p><u>GENERAL MANAGER'S OFFICE</u></p> <p>Through the seven Divisions reporting to it, the General Manager is responsible for administering the Municipality's electric utility. The Division Managers direct the Utility's planning efforts for its future needs, develop programs to meet those needs, design and construct projects and operate and maintain those projects and facilities essential to providing electric service to its consumers.</p> <p><u>Administrative Section</u></p> <p>Provides administrative support to the General Manager. Also administers the utility personnel, safety, public relations, Federal and State regulatory compliance, billing preparation and mailing programs, central records management, and telephone switchboard/receptionist area.</p> <p><u>OBJECTIVES AND TASKS</u></p> <ul style="list-style-type: none"> ◦ AIR QUALITY STUDY <ul style="list-style-type: none"> - Collect air quality and meteorological information to enhance the data base for future Prevention of Significant Deterioration (PSD) study activity - Model dispersion effects as required by regulatory agencies ◦ CONTINUE SECURITY SYSTEM ENHANCEMENTS ◦ CONTINUE PCB TESTING AND REMOVAL ◦ CONTINUE HAZARDOUS CHEMICALS CONTROL PROGRAM ◦ CONTINUE CONTAMINATED GROUND WATER TREATMENT PROGRAMS ◦ COMPLIANCE WITH EQUITY MANAGEMENT PLAN (EMP) 		

Utility MUNICIPAL LIGHT & POWER	Division ADMINISTRATION	Budget Year 1993
<p><u>OBJECTIVES AND TASKS - CONTINUED</u></p> <ul style="list-style-type: none">◦ PROVIDE FOR THE SAFETY OF ML&P PERSONNEL AND THE PUBLIC ◦ CONTINUE EDUCATIONAL PROGRAMS ON ENERGY AND SAFETY MATTERS ◦ PROMOTE COMMUNITY UNDERSTANDING OF THE UTILITY ◦ REFINE UTILITY-WIDE DOCUMENT MANAGEMENT AND RETRIEVAL PROGRAM ◦ CONTINUE TO UPDATE EMERGENCY PREPAREDNESS PLAN		

Utility MUNICIPAL LIGHT & POWER	Division ENGINEERING	Budget Year 1993
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FUNCTIONAL DESCRIPTION**ENGINEERING DIVISION**

The Engineering Division is primarily responsible for development of the utility transmission and distribution systems including:

- Computer based power system operational analysis
- Evaluation of project alternatives, feasibility analysis
- Development of required improvement projects/budgets
- Development of the utility 10 year capital improvements plan
- Development of three year engineer of record report
- Preparation of annual construction work plans
- Engineering design of capital improvement projects
- Inspection and management of construction projects
- Completion of as-built records and system maps
- Development of system protection and sectionalizing plans
- Project tracking and management
- Design of new customer services
- Investigation of customer service complaints
- Perform Alaska Public Utilities Commission (APUC) mandated load research
- investigation of system safety concerns
- Respond to customers Electric Magnetic Fields (EMF) concerns

These responsibilities are managed by the following five engineering sections under the direction of the utility Chief Engineer.

Utility MUNICIPAL LIGHT & POWER	Division ENGINEERING	Budget Year 1993
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FUNCTIONAL DESCRIPTION - CONTINUED

Project Management and Budgeting Section

This section conducts professional services contract administration, rights-of-way, surveying, underground locates, work order tracking and project review, Engineering Division budgeting, and special projects.

System Protection and Station Design Section

This section is responsible for substation and switchyard design, including system protective relaying, metering, instrumentation, mapping, drafting and SCADA systems.

Transmission/Distribution Line Design Section

This section completes designs for major system improvements, relocations, under grounding and major line extensions of the transmission and distribution systems. They also provide EMF surveys.

Customer Engineering Section

This section directly provides engineering services to new customers, including new service line extension design, minor system improvement design, safety compliance and street/area lighting services.

System Planning and Rate Support Group

This section conducts transmission, distribution and generation system planning, continuing property records field data management, prepares load forecasts, conducts resource planning, prepares construction standards, performs system analysis, conducts customer load research and provides technical support for rate determination.

Utility MUNICIPAL LIGHT & POWER	Division FINANCIAL SERVICES	Budget Year 1993
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FUNCTIONAL DESCRIPTION

FINANCE DIVISION

Provides a full line of financial services including budget, accounting, and rates and tariffs for the General Manager, other Divisions, Administration, Assembly and APUC.

Planning and Budget Section

Responsible for financial forecasting, financial modeling, bond sale activities, yearly budget submissions, developing budgeting standards and providing analysis.

Rates and Tariffs Section

Responsible for regulatory activities such as tariff revisions, revenue requirements, cost of service and intervention on matters before the APUC.

Accounting Section

Responsible for financial analysis and reporting in the manner prescribed by the Federal Energy Regulatory Commission (FERC), APUC, and generally accepted accounting principles.

<p>Utility</p> <p>MUNICIPAL LIGHT & POWER</p>	<p>Division</p> <p>FINANCIAL SERVICES</p>	<p>Budget Year</p> <p>1993</p>
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OBJECTIVES AND TASKS

- **PROVIDE ACCURATE AND TIMELY FINANCIAL AND ACCOUNTING INFORMATION**
 - Revise and/or prepare reports necessary to meet internal and external requirements
 - Streamline in-house generated financial reports for timely issuance
 - Develop reports to convert financial data into meaningful management reports
 - Review functions and priorities to increase productivity
 - Develop standardized data requirements for revenue requirements and cost of service
 - Organize and streamline the capital work order process

- **REVIEW OF DEPRECIATION POLICIES**
 - Review data requirements for depreciation study
 - Review ML&P data for required information
 - Formulate a plan to proceed and accomplish task

- **UPGRADE/ENHANCE CONTINUING PROPERTY RECORDS (CPR)**
 - Enhance financial segments of CPR
 - Upgrade depreciation reserve segment of CPR for potential changes in depreciation policies
 - Streamline certain aspects of CPR for more effective and efficient access to data

- **UPGRADE ELECTRONIC SPREADSHEETS FOR EVALUATION OF REGULATORY FINANCIAL POSITION**
 - Revise format of cost of service study
 - Revise cost functionalization and allocation factors
 - Integrate revenue requirement study spreadsheet with the cost of service model

- **SUBMIT REQUEST FOR RATE RELIEF AND RATE DESIGN TO THE APUC**
 - Prepare revenue requirement, cost of service, and rate redesign studies

- **PROVIDE TIMELY RESPONSE TO REGULATORY DECISIONS**
 - Monitor federal and state regulatory proceedings
 - Plan the extent of regulatory involvement to minimize the need for overtime
 - Revise tariffs as required during the year

Utility MUNICIPAL LIGHT & POWER	Division FINANCIAL SERVICES	Budget Year 1993
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OBJECTIVES AND TASKS - CONTINUED

- **PRODUCE TIMELY BUSINESS PLANS AND BUDGETS**
 - Administer ML&P's budget policies and strategies
 - Provide budget guidance to division managers throughout the year
 - Prepare budget standards for Capital & Operating budgets
 - Coordinate divisional input to the annual business plan and budgets
 - Produce the annual business plan, operating and capital budgets
 - Prepare management presentation packages on the budget
 - Develop and implement long-range financial forecasts and reports
 - Prepare annual analysis of Equity Management Plan
 - Review all capital work order set-up information for accuracy and completeness
 - Monitor all capital budget transfers

- **ADVISE MANAGEMENT ON FINANCIAL ALTERNATIVES FACING THE UTILITY**
 - Provide a yearly financial plan to Division Managers and the General Manager
 - Monitor the financial plan monthly and recommend alternatives to deviations
 - Project results of various actions using financial modeling
 - Provide guidelines to management on attaining Equity Management Plan objectives
 - Bond and Refunding monitoring

- **PROVIDE OPERATING AND CAPITAL BUDGET ANALYSIS**
 - Provide detailed budget analysis throughout year for Administration and Assembly
 - Provide historic and prospective budget data for requesting entities
 - Provide APUC detailed budget information
 - Implement budget changes and monitor effect

Utility MUNICIPAL LIGHT & POWER	Division CUSTOMER SERVICES	Budget Year 1993
<p><u>FUNCTIONAL DESCRIPTION</u></p> <p><u>CUSTOMER SERVICE DIVISION</u></p> <p>Provides a full line of customer services for electric customers, the General Manager and other divisions.</p> <p><u>Customer Services Section</u></p> <p>Responsible for customer contact to establish, maintain, and terminate electrical service, including telephone orders, mail orders, personal contact, cash receipts and security service, order records and customer record maintenance.</p> <p><u>Billing, Credit and Collections Section</u></p> <p>Responsible for the timely scheduling and accurate billing of customer accounts, data entry and verification of service orders.</p> <p>Responsible for the handling of the credit and collections activity in accordance with the ML&P tariff, Alaska Statutes, and Fair Credit practices.</p> <p><u>Electrical Services Section</u></p> <p>Responsible for meter connects, disconnects and accurate and timely meter reading. Responsible for customer energy analysis program including energy audits, high bill complaints, power theft investigation, new technology monitoring and project management.</p>		

Utility MUNICIPAL LIGHT & POWER	Division CUSTOMER SERVICES	Budget Year 1993
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OBJECTIVES AND TASKS

- ° CUSTOMER SERVICE, BILLING, CREDIT AND COLLECTION SECTIONS
 - Promote excellent public relations
 - Continue to analyze billing functions for opportunities to improve efficiencies and quality of customer bills
 - Analyze customer records for billing accuracy
 - Analyze document retention schedules
 - Maintain high collections indices while providing excellent customer services

- ° ELECTRICAL SERVICES SECTION
 - Identify and initiate the replacement of failing meters and equipment
 - Restructure meter reading routes for improved efficiency
 - Study and evaluate new technologies and alternatives for metered service
 - Perform energy audits and administer energy audit contracts to the private sector
 - Inspect customer's premises for defective equipment which can cause high bills
 - Conduct power theft investigations and gather evidence for collection efforts

- ° DIVISION PROCEDURAL IMPROVEMENTS
 - Promote excellent customer relations
 - Review and improve security
 - Develop job standard requirements
 - Enhance the employee development program
 - Review policies, procedures and tariffs for compliance and improvements

Utility MUNICIPAL LIGHT & POWER	Division GENERATION	Budget Year 1993
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FUNCTIONAL DESCRIPTION**GENERATION DIVISION**

Responsible for the planning, engineering, operation, maintenance, and installation of equipment used in conjunction with the Utility's power production. Administration and Quality Assurance functions of this section report directly to the Generation Division Manager.

Generation Administrative Section

Personnel: Assistant to the Generation Division Manager, Generation Technician and Clerical staff. Provide administrative support and assistance to the other sections in the form of clerical, budgeting, financial management, work order tracking, project review, engineering support for generation, purchasing, record keeping and reports, and maintenance for the air monitoring equipment.

Quality Assurance Section

Personnel: Quality Assurance Engineer. Provide and manage technical training programs, certifications and examinations, maintain tracking systems for regulatory permits and licensing, enhance existing operating procedures and programs, maintain equipment and maintenance history records, and develop and administer quality assurance program.

Plant #1 Crew Section

Personnel: Plant 1 Superintendent, Foreman, Mechanical Operators. Operates and maintains power production equipment and facilities on a 24 hour basis.

Plant #2 Crew Section

Personnel: Plant 2 Superintendent, Foreman, Mechanical Operators. Operates and maintains power production equipment and facilities on a 24 hour basis.

Electrical Crew Section

Personnel: Results Engineer, Foreman, Mechanical Operators. Install and maintain the control systems, production plant and electrical services including some SCADA.

Utility MUNICIPAL LIGHT & POWER	Division GENERATION	Budget Year 1993
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OBJECTIVES AND TASKS

- **CONTINUE AN ACTIVE MAINTENANCE PROGRAM TO OBTAIN THE BEST RELIABILITY AND EFFICIENCY OF POWER PRODUCTION EQUIPMENT**
 - Maintain high level of reliability/availability by providing good quality maintenance
 - Enhance in-house repair and refurbishment capability to improve utilization of existing manpower, equipment reliability, and efficiency
 - Provide maintenance for the Eklutna station (when it is acquired from the Federal Government)
- **PROMOTE RELIABILITY, AVAILABILITY AND EFFICIENCY WITH POWER PRODUCTION EQUIPMENT IMPROVEMENTS**
 - Improve predictive/preventative maintenance capability
 - Improve on power production equipment documentation processing procedures
 - Provide black start capability at Plant II
 - Improve anti-icing and air filtration of older units
 - Install water conservation equipment
 - Continue investigation of alternative types of generation
 - Improve combined cycle and simple cycle efficiency
 - Improve facility to meet new safety, seismic, fire protection and other new regulatory standards
 - Improve turbine generator controls and automated data gathering
 - Improve SCADA equipment
 - Improve communication equipment between facilities
 - Improve emission levels as reliable technology is available
 - Enhance part maintenance system
- **IMPROVE STAFF EFFICIENCY**
 - Improve quality assurance
 - Improve technical training of staff
- **SECURE RELIABLE FUEL SUPPLIES**
 - Continue with the emergency fuel supply improvements as required
 - Investigate gas storage alternatives
 - Investigate alternate energy/fuel sources

Utility MUNICIPAL LIGHT & POWER	Division GENERATION	Budget Year 1993
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HEAVY MECHANICAL CREW SECTION

Personnel: Maintenance Superintendent, Foreman, Mechanical Operators. Performs overhauls and major maintenance of power production equipment, refurbishment to turbine parts and new construction.

Utility MUNICIPAL LIGHT & POWER	Division OPERATIONS	Budget Year 1993
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FUNCTIONAL DESCRIPTION

OPERATIONS DIVISION

Provides construction, maintenance, and operation of the transmission and distribution systems, contract administration of contracted projects and personnel, facility and grounds maintenance, vehicle maintenance and repair, and warehousing of construction and maintenance material. Provides support to the General Manager as well as other divisions.

Line Section

Provides the maintenance and operational personnel necessary to complete the construction, maintenance and operation of the transmission and distribution system, provides cut in - cut out personnel for the customer service division.

Contract Section

Provides the contract administration and quality control of construction projects and supervision of contracted personnel. Provides Construction Assistance Contracts in order to supplement the completion of transmission, distribution and substation projects.

Technical Services Section

Provides the technical personnel necessary to complete electrical metering, substation operation and maintenance, transformer repair and warehousing, radio installation and maintenance, building maintenance and repair, and field locating of underground distribution.

Warehouse/Vehicle Maintenance Section

Provides the storage and issuance of construction and maintenance utility material. Provides the maintenance and repair of all utility department vehicles.

Utility MUNICIPAL LIGHT & POWER	Division OPERATIONS	Budget Year 1993
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OBJECTIVES AND TASKS

- **IMPROVE RELIABILITY AND REDUCE SERVICE INTERRUPTIONS THROUGH ONGOING INSPECTION AND PREVENTIVE MAINTENANCE PROGRAMS**
 - Maintain the pilot wire system
 - Annually inspect and maintain the CBD vault-duct system
 - Annual tree trimming
 - Jointly maintain the SCADA System
 - Annual inspection and maintenance of distribution system
 - Preventive maintenance of substations and 115KV switch yards
 - Continue comprehensive meter audit program
 - Continue system inspection program, using infrared and x-ray technologies

- **PROVIDE RELIABLE FLEET SERVICE, AND VEHICLE MAINTENANCE**
 - Perform annual IM Inspections on all vehicles
 - Continue annual vehicle safety inspections
 - Continue to provide reliable vehicles, which minimize costly down time

- **PROVIDE IMPROVED STREET LIGHTING**
 - Continue the upgrade of older street lighting systems

- **PROVIDE EFFICIENT SYSTEM CONSTRUCTION**
 - Refine Comprehensive Construction and Scheduling Program
 - Annually monitor and evaluate:
 - Unit Price Contract
 - Expedite Bid Program
 - Provide effective reliable construction feedback and tracking system

Utility MUNICIPAL LIGHT & POWER	Division OPERATIONS	Budget Year 1993
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OBJECTIVES AND TASKS - CONTINUED

- PROVIDE EFFECTIVE SYSTEM COMMUNICATIONS
 - Continued maintenance of intertie microwave system
 - Improved radio repair facility
 - Annual inspection and maintenance of all mobile and portable radios
 - Provide reimbursable cost effective repair service to other utilities

- PROVIDE COST EFFECTIVE FACILITY MAINTENANCE UTILITY WIDE
 - Annually inspect facility heating and cooling system
 - Improve efficiency of facility contracts
 - Continued building maintenance

Utility MUNICIPAL LIGHT & POWER	Division POWER MANAGEMENT	Budget Year 1993
<p data-bbox="296 305 653 331"><u>FUNCTIONAL DESCRIPTION</u></p> <p data-bbox="296 402 722 428"><u>POWER MANAGEMENT DIVISION</u></p> <p data-bbox="296 467 1829 555">Plan and execute economic dispatch and control of ML&P generation, schedule and control electrical interchanges with other utilities, control and switch transmission and distribution integrate Eklutna and Bradley Lake Hydro Power projects facilities. Perform the functions of Southern Controller as specified in the Alaska Intertie Agreement.</p> <p data-bbox="394 630 688 656"><u>Power Dispatch Section</u></p> <p data-bbox="394 695 1808 782">Schedule and control generation and power interchanges, control and switch transmission and distribution facilities. Coordinate with State Agencies and other Utilities in the operation of the interconnected Railbelt System. Respond immediately to power outages or other system emergencies.</p> <p data-bbox="394 857 638 883"><u>Distribution Section</u></p> <p data-bbox="394 922 1864 977">Control and switch sub-transmission and distribution facilities. Coordinate planned improvements to customer facilities, respond immediately to restore service during contingencies or other system emergencies.</p>		

Utility MUNICIPAL LIGHT & POWER	Division POWER MANAGEMENT	Budget Year 1993
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OBJECTIVES AND TASKS

- OPERATE CONTINUOUS LINE AND GENERATION DISPATCH CENTER
 - Dispatch for system safety and reliability
 - Improve economic selection of generation
 - Improve centralized control of generation
 - Efficiently integrate Bradley Lake generation into system
 - Economically dispatch generation resources with Chugach Electric, Inc., other Railbelt, and Bradley Lake utilities
 - Improve management interface with swing and graveyard dispatch shifts
- ACT AS SOUTHERN AREA CONTROLLER FOR ALASKA INTERTIE
 - Coordinate interchange schedules of AEGT, CEA, MEA & HEA
 - Continue to develop and improve operating procedures
 - Develop area-wide outage restoration contingency plans
 - Develop reliability standards per NERC guidelines
- IMPLEMENT BENEFICIAL WHOLESALE POWER TRANSACTIONS
 - Negotiate power sales and interchange agreements with other utilities
 - Computerize accounting and billing of wholesale power transactions
 - Negotiate and schedule spot economy energy sales
- IMPROVE DISPATCHER PROFICIENCY
 - Conduct in depth review of major outages
 - Conduct familiarization visits to other dispatch centers
 - Utilize UAF and GVEA facilities for outage simulation training
 - Develop dynamic simulator
 - Establish quality measures related to customer service and satisfaction
- PLAN FOR AND INSTALL INTEGRATED ENERGY MANAGEMENT SYSTEM (EMS)
 - Integrate EMS system with existing Automatic Generation Control (AGC) system
 - Integrate new work stations into existing PDP11 System
 - Begin the incremental incorporation of new technology into SCADA
 - Automate reports for ease of use by all ML&P Divisions

Utility MUNICIPAL LIGHT & POWER	Division SYSTEMS AND COMMUNICATIONS	Budget Year 1993
<p data-bbox="197 240 550 269"><u>FUNCTIONAL DESCRIPTION</u></p> <p data-bbox="197 337 779 367"><u>SYSTEMS AND COMMUNICATIONS DIVISION</u></p> <p data-bbox="197 402 1514 431">Provide decentralized, cost effective data processing and communication resources to each ML&P Division.</p> <p data-bbox="294 467 594 496"><u>System Support Section</u></p> <p data-bbox="294 532 1797 594">Install, operate and maintain computer and communications hardware and operating system software. Provide training and assistance to system users. Complete nightly scheduled processes. Ensure data integrity and system security.</p> <p data-bbox="294 659 919 688"><u>Billing and Customer Service Programming Section</u></p> <p data-bbox="294 724 1835 753">Analyze, design, develop, implement, maintain and support billing, accounts receivable and customer service related systems.</p> <p data-bbox="294 818 1115 847"><u>CPRMS and Resource Management Systems Programming Section</u></p> <p data-bbox="294 883 1864 945">Analyze, design, develop, implement, maintain and support continuing property records management and resource management related systems.</p> <p data-bbox="294 1010 604 1039"><u>Critical Systems Support</u></p> <p data-bbox="294 1075 1675 1104">Analyze, design, develop, implement, maintain and support pre-payroll and financial information related systems.</p> <p data-bbox="294 1140 1814 1201">Analyze, design, develop, implement, maintain and support SCADA System and Application programs. Provide expert level guidance and planning support for the upgrade of SCADA Systems.</p>		

Utility MUNICIPAL LIGHT & POWER	Division SYSTEMS AND COMMUNICATIONS	Budget Year 1993
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OBJECTIVES AND TASKS

- MAINTAIN COMPUTER SYSTEMS SECURITY TO ENSURE DATA INTEGRITY
- PROVIDE MAINTENANCE TO OPERATIONAL SYSTEMS
- CONTINUE TO MANAGE HARDWARE, SOFTWARE AND PROCEDURES TO IMPROVE OPERATING EFFICIENCY AND PERFORMANCE
- PROVIDE ENHANCEMENTS TO OPERATIONAL SYSTEMS
- UPDATE LONG-RANGE DATA PROCESSING PLAN
- MANAGE AND MAINTAIN AN EFFICIENT AND COST EFFECTIVE TELECOMMUNICATIONS SYSTEM
- PROVIDE ADVANCED CUSTOMER ACCESS TECHNOLOGY
- MAINTAIN OPERATING EFFICIENCY OF SCADA SOFTWARE AND HARDWARE AND PROVIDE 100% UP TIME OF CURRENT REDUNDANT SYSTEM

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER		1993

WORKFORCE PROJECTIONS

<u>DIVISIONS</u>	1992	1993	1994	1995	1996	1997	1998
ADMINISTRATION	15	15	15	15	15	16	16
SYSTEMS & COMMUNICATIONS	14	14	15	15	15	15	15
PRODUCTION (GENERATION)	47	47	48	48	48	49	49
CUSTOMER SERVICE ⁽¹⁾	39	39	39	39	40	40	40
FINANCIAL SERVICES	22	22	22	22	22	22	23
POWER MANAGEMENT	10	10	10	10	11	11	11
OPERATIONS	45	45	46	46	46	46	47
ENGINEERING	<u>24</u>	<u>24</u>	<u>24</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>
SUB-TOTAL	<u>216</u>	<u>216</u>	<u>219</u>	<u>220</u>	<u>222</u>	<u>224</u>	<u>226</u>
NECA/SUMMER TEMPS	<u>26</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>
TOTAL	<u>242</u>	<u>243</u>	<u>246</u>	<u>247</u>	<u>249</u>	<u>251</u>	<u>253</u>

(1) The four part-time Customer Service positions have been combined and treated as two positions

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**Municipal Light and Power
1993 Operating Budget**

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Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1993
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PLANNING ASSUMPTIONS

The following assumptions have been used in developing ML&P's 1993 - 1998 long-range plans. They have been developed from the best data available at this time.

- Retail kWh sales will increase 2% in 1993.
- Intra-governmental charges to utility will increase significantly in 1993.
- Expenses excluding labor and fuel will be increased by a 3.5% inflation factor in 1993; labor costs reflect effects of new labor agreements negotiated in 1991.
- ML&P's interest income will be based on 4.0% short-term.
- Revenue requirement calculations will be made using the most current financial and load forecasting information available. The objective of the Utility, approved in the EMP, is to increase equity to 30% over the next 8 years.
- Cost for maintenance and system improvements will increase as net plant gets older.
- ML&P will be regulated by the APUC during 1993.
- MUSA payments exclude the 1.25% of gross revenues as required by the APUC.
- Fuel costs will remain relatively stable.

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1993
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RECONCILIATION FROM 1992 APPROVED BUDGET TO 1992 PRO-FORMA BUDGET

1992 APPROVED BUDGET	\$72,905,854
1. Personnel and benefits cost	\$ 300,000
2. Professional Services	(50,000)
3. Depreciation	(100,000)
4. Interest Expense	2,000
5. MUSA	(90,000)
6. Purchased Power	(400,000)
7. Fuel	(1,350,000)
8. APUC Gross Revenue Fee	130,000
9. Regulatory Compliance	195,000
10. Interest During Construction	55,000
11. Plant Refurbishment	<u>(600,000)</u>
<u>1992 PRO-FORMA BUDGET</u>	\$70,997,854

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1993
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RECONCILIATION FROM 1992 PRO-FORMA TO 1993 BUDGET

<u>1992 PRO-FORMA BUDGET</u>	\$70,997,000
<u>RECONCILIATION</u>	
1. Personnel and benefits cost	\$ 395,000
2. Professional Services	50,000
3. Depreciation/Amortization	690,000
4. Interest Expense	(270,000)
5. MUSA	190,000
6. IGC's	278,000
7. Fuel	800,000
8. APUC Gross Revenue Fee	285,000
9. Regulatory Compliance	(280,000)
10. Other expenses have increased due primarily to inflation	<u>344,000</u>
<u>1993 BUDGET</u>	\$73,479,000

Utility MUNICIPAL LIGHT & POWER	Division					Budget Year 1993
STATISTICAL AND PERFORMANCE TRENDS						
	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Average Number of Customers	29,181	29,019	28,863	28,874	28,975	29,250
Retail Sales (MWH)	756,978	774,719	792,397	798,618	816,950	833,300
Sales for Resale (MWH)	62,770	83,586	50,207	6,187	8,500	15,000
Total Sales (MWH)	819,748	858,305	842,604	804,805	825,450	848,300
Total Operating Expenses	\$ 49,998	\$ 52,926	\$ 52,691	\$ 55,090	\$ 55,030	\$ 57,725
Operating Expense per Retail Kilowatt Hour	6.6	6.8	6.6	6.9	6.7	6.9
% Change	4.8%	3.0%	(2.9%)	4.5%	(.1%)	3.0%
Total Expense per Customer	\$ 2,322	\$ 2,439	\$ 2,398	\$ 2,463	\$ 2,450	\$ 2,510
% Change	3.0%	5.0%	(1.7%)	2.7%	.5%	2.4%
Number of Employees (Budgeted Positions) ⁽¹⁾	194	198	203	209 ⁽²⁾	216 ⁽²⁾	216 ⁽²⁾
Electric Plant in Service (000)	\$150,092	\$147,444	\$147,998	\$150,925	\$152,000	\$153,500
Electric Plant per Customer	\$ 5,143	\$ 5,081	\$ 5,128	\$ 5,227	\$ 5,250	\$ 5,250
⁽¹⁾ Does not Include Temporary Employees						
⁽²⁾ The four part-time Customer Service positions have been combined and treated as two positions						

Utility	Division					Budget Year
MUNICIPAL LIGHT & POWER						1993
<u>RATIO</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Current Ratio	4.2/1	2.0/1	2.8/1	2.6/1	2.4/1	2.6/1
Long Term Debt/Gross Plant	89.9/1	86.2/1	85.7/1	79.1/1	74.1/1	71.2/1
Debt/Equity Ratio	86.1/13.9	84.3/15.7	82.4/17.6	81.2/18.8	80.7/19.3	80.2/19.8
Operating Ratio controllable Cost	61.4/1	63.2/1	62.4/1	64.8/1	65.6/1	66.4/1
<u>OPERATING STATEMENT</u>						
Rate of Return on Equity (Regulatory)	9.7%	10.3 %	11.8 %	9.8%	8.5%	8.1%
Bond Debt Coverage (1.35 Bond Covenant Requirement)	1.57	1.68	1.67	1.65	1.57	1.58
Operating Margin	22.1 %	20.8 %	23.0 %	20.2%	18.1%	16.9%
Net Profit Margin (Regulatory)	1.8 %	2.1 %	6.1 %	3.5 %	.8%	.5%

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division					Budget Year 1993
	1993	1994	1995	1996	1997	
<u>Growth Factors</u>						
Average Number of Customers	29,250	29,540	29,825	30,125	30,400	
Retail Sales (MWH)	833,300	854,100	860,200	866,900	877,819	
Sales for Resale (MWH)	15,000	15,000	15,000	15,000	15,000	
Bond Sales (000)	-0-	-0-	-0-	-0-	-0-	
<u>Personnel Increases</u>						
Management	0	0	0	0	1	
Systems & Communication	0	1	0	0	0	
Production	0	1	0	0	1	
Customer Service	0	0	0	1	0	
Financial Services	0	0	0	0	0	
Power Management	0	0	0	1	0	
Operations	0	1	0	0	0	
Engineering	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	
Total	0	3	1	2	2	
REVENUE (000)	\$73,220	\$77,500	\$80,400	\$83,500	\$87,000	
EXPENSE (000)	<u>73,479</u>	<u>76,000</u>	<u>78,500</u>	<u>81,200</u>	<u>84,300</u>	
NET INCOME (000)	(259)	1,500	1,900	2,300	2,700	
Possible Rate Increases	0	3.2%	3.4%	3.3%	3.2%	
Debt Service Coverage	1.58	1.66	1.71	1.76	1.79	
Debt/Equity	80.2/19.8	79.3/20.7	78.1/21.9	76.7/23.3	75.1/24.9	

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1993
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1993 BUDGET IMPACTS

OPERATING

There are several items which will have major impacts in ML&P's 1993 operating budget. ML&P assumes a slight increase of approximately 2% in retail kWh sales in accordance with the 1991 load forecast projection prepared by R.W. Beck. Expense increases result primarily from new labor agreements, inflation, regulatory requirements, and increased maintenance cost on the plant. The effects of the new gas contracts approved in 1991 have been incorporated into the budget.

CAPITAL

ML&P's Capital Budget for 1993 and beyond is a continuation of the maintenance level of construction instituted by ML&P in 1986. Based upon the current budget assumptions and implementation of planned rate increases, ML&P should not require any bond sales for construction during this six year capital construction budget plan. Operating cash will be used for construction activities during this period.

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro-Forma	Year: 1993 Budget
<u>STATEMENT OF REVENUE AND EXPENSES</u>			
<u>OPERATING REVENUES</u>			
4400-Residential Sales	\$14,631,896	\$14,200,000	\$14,400,000
4420-Commercial & Industrial	51,958,226	50,300,000	51,950,000
4440-Public Highway & Street Lighting	1,183,317	1,150,000	1,155,000
4450-Public Authority	220,559	250,000	240,000
4470-Sales for Resale	218,907	325,000	540,000
4510-Misc. Service Revenue	156,210	150,000	160,000
4540-Rent from Electric Property	93,450	50,000	75,000
4568-Miscellaneous Revenue	<u>602,201</u>	<u>780,000</u>	<u>940,000</u>
Total Operating Revenue	<u>\$69,064,766</u>	<u>\$67,205,000</u>	<u>\$69,460,000</u>
<u>OPERATING EXPENSE</u>			
Production Expense	\$30,799,068	\$28,925,000	\$29,900,000
Transmission Expense	287,714	475,000	520,000
Distribution Expense	5,063,793	5,200,000	5,440,000
Customer Account Expense	2,997,250	2,975,000	3,130,000
Customer Service & Information	144,727	160,000	170,000
Administrative & General Expense	2,749,764	3,175,000	3,560,000
9280-Regulatory Compliance	996,950	1,280,000	1,000,000
9403-Depreciation	9,368,696	9,900,000	10,560,000
9404-Depreciation Contributed Plant	509,026	520,000	550,000
9405-Amort. Intangible Plant	315,240	418,000	418,000
9406-Amort. Plant Acquisition	111,184	112,000	112,000
9408-Municipal Utility Service Assmt.	1,746,985	1,760,000	1,950,000
APUC-Gross Revenue Fee	<u> </u>	<u>130,000</u>	<u>415,000</u>
Total Operating Expense	<u>\$55,090,397</u>	<u>\$55,030,000</u>	<u>\$57,725,000</u>
Operating Income	<u>\$13,974,369</u>	<u>\$12,175,000</u>	<u>\$11,735,000</u>

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro-Forma	Year: 1993 Budget
NON-OPERATING REVENUE			
4191-Interest From Operating Reserve	\$ 324,510	\$ 320,000	\$ 325,000
4192-Interest From Bond Redemption Cash	1,621,956	1,620,000	1,630,000
4193-Interest From General Cash Pool	1,639,728	1,460,000	1,415,000
4194-Interest From Debt Service Account	345,183	250,000	250,000
4210-Misc. Non-Operating Revenue	<u>35,171</u>	<u>130,000</u>	<u>140,000</u>
Total Non-Operating Revenue	\$ 3,966,548	\$ 3,780,000	\$ 3,760,000
NON-OPERATING EXPENSE			
9426-Community	\$ 56,295	\$ 80,000	\$ 134,000
9427-Interest on Bonded Debt	13,479,395	13,265,000	13,000,000
9428-Amortization of Bond Discount	353,423	355,000	355,000
9429-Amortization of Bond Sale Cost & Ins.	329,052	330,000	330,000
9430-Amort Loss on Refunded Debt	2,258,710	2,250,000	2,250,000
9431-Other Interest Expense	425	7,000	10,000
9320-Interest During Construction	<u>(449,195)</u>	<u>(320,000)</u>	<u>(325,000)</u>
Total Non-Operating Expense	\$ 16,028,105	\$ 15,967,000	\$ 15,754,000
Non-Operating Income (Loss)	<u>\$(12,061,557)</u>	<u>\$(12,187,000)</u>	<u>\$(11,994,000)</u>
Net Income (Loss)	<u>\$ 1,912,812</u>	<u>\$ (12,000)</u>	<u>\$ (259,000)</u>
Depreciation of Contributed Plant	509,026	520,000	550,000
Net Income (Regulatory)	<u>\$ 2,421,838</u>	<u>\$ 508,000</u>	<u>\$ 291,000</u>
Less: Depreciation of Contributed Plant	(509,026)	(520,000)	(550,000)
Add: Restricted Interest Income	<u>123,257</u>	<u>25,000</u>	<u>-0-</u>
Net Income Governmental Financial Reporting	\$ 2,036,069	\$ 13,000	\$ (259,000)

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro-Forma	Year: 1993 Budget
STATEMENT OF SOURCES AND USES OF CASH			
Sources of Cash Funds			
Net Income	\$ 2,036,069	\$ 13,000	\$ (259,000)
Depreciation	9,877,722	10,420,000	11,110,000
Amortized Bond Discount	353,423	355,000	355,000
Amortization & Acquisition Adjustments	426,424	535,000	535,000
Net (Increase) Decrease in Current Assets	241,097	-	-
Net Increase (Decrease) in Current Liabilities	(97,156)	-	-
Amortization on Refunded Debt	2,258,711	2,250,000	2,250,000
Contributions	<u>840,186</u>	<u>500,000</u>	<u>500,000</u>
TOTAL SOURCES	\$15,936,476	\$14,073,000	\$ 14,491,000
Uses of Cash Funds			
Additions to Plant	\$13,230,594	\$11,000,000	\$ 12,000,000
Debt Retirement Long Term	3,915,000	4,165,000	4,445,000
Increase in Prepaids & Deferrals	<u>(5,652,049)</u>	<u>-</u>	<u>-</u>
TOTAL USES	\$11,493,545	\$15,165,000	\$ 16,445,000
Net Increase (Decrease) In Cash Funds	\$ 4,442,931	\$(1,092,000)	\$(1,954,000)
Cash Balance Jan. 1	\$21,307,520	\$25,750,451	\$ 24,658,451
Cash Balance Dec. 31	\$25,750,451	\$24,658,451	\$ 22,704,451
Detail of Cash Balance			
Equity In General Cash Pool	\$25,750,451	\$24,658,451	\$ 22,704,451 ⁽¹⁾
(1) Does not reflect restricted bond reserve funds which must be maintained until bonds are paid			

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro-Forma	Year: 1993 Budget
<u>NET PROFIT MARGIN</u>			
Net Income Governmental Reporting	\$ 2,036,069	\$ 13,000	\$ (259,000)
Operating Revenues	\$69,064,766	\$67,205,000	\$69,460,000
Net Profit Margin Governmental Reporting	2.9%	.02%	(.4%)

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro-Forma	Year: 1993 Budget
<p><u>DEBT SERVICE COVERAGE</u></p> <p>Income Available for Debt Service Coverage</p> <p>Debt Service Requirement</p> <p>Debt Coverage</p>	<p>\$28,245,063</p> <p>\$17,159,395</p> <p>1.65</p>	<p>\$26,905,000</p> <p>\$17,159,713</p> <p>1.57</p>	<p>\$27,135,000</p> <p>\$17,155,252</p> <p>1.58</p>

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER		1993

OPERATING BUDGET

<u>EXPENSE ITEMS</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Personnel Costs	\$ 8,565,924	\$ 8,850,847	\$ 9,029,687	\$ 9,350,000	\$ 9,575,000
Benefit Costs	4,211,495	3,894,372	4,254,942	4,345,000	4,515,000
Professional Services	326,399	323,457	327,547	650,000	700,000
Travel	58,195	64,783	60,565	80,000	80,000
Depreciation & Amortization	12,687,145	12,995,314	13,245,331	13,885,000	14,575,000
Interest	15,850,237	13,725,235	13,479,820	13,272,000	13,002,000
MUSA	<u>2,754,236*</u>	<u>967,441</u>	<u>1,746,985</u>	<u>1,760,000</u>	<u>1,950,000</u>
Sub Total	\$ 44,453,631	\$ 40,821,449	\$ 42,144,877	\$ 43,342,000	\$ 44,397,000
Intergovernmental Charges					
Finance Department	\$ 627,531	\$ 589,042	\$ 568,842	\$ 635,000	\$ 620,000
Information Systems Department	15,980	15,297	10,069	30,000	30,000
Enterprise Activities	78,711	62,529	86,988	105,000	148,000
Human Resources Department	128,482	181,142	212,625	215,000	210,000
Self Insurance	385,339	317,317	231,887	235,000	435,000
Other Intergovernmental Charges	<u>229,687</u>	<u>133,674</u>	<u>123,414</u>	<u>281,854</u>	<u>336,000</u>
Sub Total IGC	\$ 1,465,730	\$ 1,299,001	\$ 1,233,825	\$ 1,501,854	\$ 1,779,000
Purchased Power	\$ 1,696,491	\$ 1,624,809	\$ 3,732,894	\$ 5,400,000	\$ 5,400,000
Fuel	21,319,858	22,349,674	21,314,917	17,450,000	18,250,000
Other Expenses (materials, supplies)	1,081,475	2,580,280	2,144,234	2,214,000	2,563,000
APUC Regulatory Fee				130,000	415,000
Regulatory Compliance	865,484	794,141	996,950	1,280,000	1,000,000
Interest During Construction	<u>(104,155)</u>	<u>(253,638)</u>	<u>(449,195)</u>	<u>(320,000)</u>	<u>(325,000)</u>
Sub Total	\$ 24,859,153	\$ 27,095,266	\$ 27,739,800	\$ 26,154,000	\$ 27,303,000
TOTAL EXPENSES	<u>\$ 70,778,514</u>	<u>\$ 69,215,716</u>	<u>\$ 71,118,502</u>	<u>\$ 70,997,854</u>	<u>\$ 73,479,000</u>

* Includes 1.25% of gross revenues which was rebated by the Municipality in June 1990 in compliance with APUC Order U-89-60.

Municipal Light and Power
1993 Capital Budget
1993 - 1998
Capital Improvement Program

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1993
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1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

<u>PROJECT TITLE</u>	<u>TOTAL PROJECT COST 1993</u>	<u>REVENUE BONDS</u>	<u>G. O. BONDS</u>	<u>OPERATIONS</u>	<u>STATE GRANTS</u>	<u>FEDERAL GRANTS</u>
Production (Generation)	\$ 5,102	0-	-0-	\$ 5,102	-0-	-0-
Transmission	536	0-	-0-	536	-0-	-0-
Distribution	3,655	-0-	-0-	3,655	-0-	-0-
General Plant	2,752	-0-	-0-	2,752	-0-	-0-
Environmental	<u>1,600</u>	<u>-0-</u>	<u>-0-</u>	<u>1,600</u>	<u>-0-</u>	<u>-0-</u>
TOTAL (000)	\$13,645	-0-	-0-	\$13,645	-0-	-0-

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER		BUDGET YEAR PROJECTS				Division 1993
Project Category	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F- Federal S-State	Total
Steam Production	Structures and Improvements	Plant 1 & 2	-0-	\$1,000	-0-	\$1,000
	Boilers	Plant 1 & 2	-0-	300	-0-	300
Other Production	Structures and Improvements	Plant 1 & 2	-0-	340	-0-	340
	Turbines and Generators	Plant 1 & 2	-0-	2,630	-0-	2,630
	Control Equipment	Plant 1 & 2	-0-	832	-0-	832
TOTAL			-0- G -0- R	\$5,102	-0- F -0- S	5,102

Utility MUNICIPAL LIGHT & POWER		BUDGET YEAR PROJECTS				Division 1993
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F- Federal S-State	
Transmission	Land & Land Rights	Throughout System	-0-	\$264	-0-	\$264
	Lines	Throughout System	-0-	272	-0-	272
TOTAL			-0- G -0- R	\$536	-0- F -0- S	\$536

Utility MUNICIPAL LIGHT & POWER		BUDGET YEAR PROJECTS				Division 1993
Project Category	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F- Federal S-State	Total
Distribution	Land & Land Rights	Throughout System	-0-	\$ 360	-0-	\$ 360
	Station Equipment	Substations	-0-	378	-0-	378
	Overhead Lines	Throughout System	-0-	376	-0-	376
	Underground Lines(1)	Throughout System	-0-	1,759	-0-	1,759
	Transformers/ Capacitors	Throughout System	-0-	330	-0-	330
	Meters/Services	Throughout System	-0-	412	-0-	412
	Street Lighting	Throughout System	-0-	40	-0-	40
(1) Includes \$1 Million per year for replacement of cable that is prematurely failing.						
TOTAL			-0- G -0- R	\$3,655	-0- F -0- S	\$3,655

Utility MUNICIPAL LIGHT & POWER		BUDGET YEAR PROJECTS				Division 1993
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F- Federal S-State	
General Plant	Structures and Improvements	Plant 1 & 2 Operations & Headquarters	-0-	\$ 987	-0-	\$ 987
	Stores/Tools/Lab	Plant 1 & 2 Operations & Headquarters	-0-	542	-0-	542
	Furniture	Plant 1 & 2 Operations & Headquarters	-0-	47	-0-	47
	Communications	Plant 1 & 2 Operations & Headquarters	-0-	1,020	-0-	1,020
	Transportation	Plant 1 & 2 Operations & Headquarters	-0-	156	-0-	156
TOTAL			-0- G -0- R	\$2,752	-0- F -0- S	\$2,752

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER					BUDGET YEAR PROJECTS		Division 1993
Project Category	Project Title	Location	Funding				
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F- Federal S-State	Total	
Environmental	Regulatory Compliance		-0-	\$1,600	-0-	\$1,600	
TOTAL			-0- G -0- R	\$1,600	-0- F -0- S	\$1,600	

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1993
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1994-1998 CAPITAL IMPROVEMENT BUDGETS FINANCIAL SUMMARY

<u>PROJECT TITLE</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>OPERATIONS</u>	<u>STATE GRANTS</u>	<u>FEDERAL GRANTS</u>	<u>TOTAL</u>
Production	\$ 6,440	\$ 7,180	\$ 6,020	\$ 6,655	\$ 6,065	\$ 32,360	-0-	-0-	\$ 32,360
Transmission	705	800	740	470	680	3,395	-0-	-0-	3,395
Distribution	6,725	9,840	10,920	11,245	11,080	49,810	-0-	-0-	49,810
General Plant	2,419	1,727	1,680	1,623	1,622	9,071	-0-	-0-	9,071
Environmental	<u>1,600</u>	<u>725</u>	<u>1,905</u>	<u>1,355</u>	<u>780</u>	<u>6,365</u>	<u>-0-</u>	<u>-0-</u>	<u>6,365</u>
Total (000)	<u>\$17,889</u>	<u>\$20,272</u>	<u>\$21,265</u>	<u>\$21,348</u>	<u>\$20,227</u>	<u>\$101,001</u>	<u>-0-</u>	<u>-0-</u>	<u>\$101,001</u>

<u>SOURCE OF FUNDING:</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>TOTAL</u>
Revenue Bonds	-0-	-0-	-0-	-0-	-0-	-0-
Operations	\$17,889	\$20,272	\$21,265	\$21,348	\$20,227	\$101,001
Total (000)	\$17,889	\$20,272	\$21,265	\$21,348	\$20,227	\$101,001

Utility <u>MUNICIPAL LIGHT & POWER</u> FUTURE CAPITAL PROJECTS						Budget Year 1993	
Project Category	Project Title	Location	Budget By Year				
			1994	1995	1996	1997	1998
Steam Production	Structures and Improvements	Plant 1 & 2	\$ 200	-0-	-0-	-0-	-0-
	Boilers	Plant 1 & 2	700	2,550	2,050	3,000	3,000
Other Production	Structures and Improvements	Plant 1 & 2	750	355	360	430	430
	Turbines & Generators	Plant 1 & 2	3,770	3,410	3,035	2,650	2,520
	Control Equipment	Plant 1 & 2	1,020	865	575	575	115
Source of Funding:		G.O. Bonds					
		Revenue Bonds					
		Operations	6,440	7,180	6,020	6,655	6,065
		State Grants					
		Federal Grants					
		TOTAL	\$6,440	\$7,180	\$6,020	\$6,655	\$6,065

Utility MUNICIPAL LIGHT & POWER

FUTURE CAPITAL PROJECTS

1993

Project Category	Project Title	Location	Budget By Year				
			1994	1995	1996	1997	1998
Transmission	Land & Land Rights	Throughout System	\$300	\$330	\$ 70	\$ 70	\$100
	Stations	Throughout System	75	80	250	120	140
	Lines	Throughout System	330	390	420	280	440
Source of Funding:		G.O. Bonds					
		Revenue Bonds					
		Operations	705	800	740	470	680
		State Grants					
		Federal Grants					
		TOTAL	\$705	\$800	\$740	\$470	\$680

Utility <u>MUNICIPAL LIGHT & POWER</u> FUTURE CAPITAL PROJECTS						Budget Year 1993	
Project Category	Project Title	Location	Budget By Year				
			1994	1995	1996	1997	1998
Distribution	Land & Land Rights	Throughout System	\$ 100	\$ 300	\$ 500	\$ 90	\$ 600
	Stations	Throughout System	2,250	2,550	2,825	2,970	2,625
	Overhead Lines	Throughout System	475	735	925	1,180	1,250
	Overhead Duplicate Lines	Throughout System	75	-0-	-0-	-0-	-0-
	Underground Lines	Throughout System	2,930	5,220	5,380	5,750	5,355
	Transformers/ Capacitors	Throughout System	400	465	510	520	505
	Meters/Services	Throughout System	430	500	655	655	660
	Street Lighting	Throughout System	65	70	125	80	85
Source of Funding:		G.O. Bonds					
		Revenue Bonds					
		Operations	6,725	9,840	10,920	11,245	11,080
		State Grants					
		Federal Grants					
		TOTAL	\$ 6,725	\$ 9,840	\$10,920	\$11,245	\$11,080

Utility MUNICIPAL LIGHT & POWER

FUTURE CAPITAL PROJECTS

1993

Project Category	Project Title	Location	Budget By Year				
			1994	1995	1996	1997	1998
General Plant	Structures and Improvements	Plant 1 & 2 Operations & Headquarters	\$ 990	\$ 275	\$ 235	\$ 190	\$ 191.5
	Equipment	Plant 1 & 2 Operations & Headquarters	288	276	283	281	266
	Stores/Tools/Lab	Plant 1 & 2 Operations & Headquarters	155	106	121	108	96
	Furniture	Plant 1 & 2 Operations & Headquarters	48	46	47	46	44
	Communications	Plant 1 & 2 Operations & Headquarters	668	684	683	731	906.5
	Transportation	Plant 1 & 2 Operations & Headquarters	270	340	311	267	118
Source of Funding:		G.O. Bonds					
		Revenue Bonds					
		Operations	2,419	1,727	1,680	1,623	1,622
		State Grants					
		Federal Grants					
		TOTAL	\$2,419	\$1,727	\$1,680	\$1,623	\$1,622

Utility <u>MUNICIPAL LIGHT & POWER</u> FUTURE CAPITAL PROJECTS				Budget Year			
				1993			
Project Category	Project Title	Location	Budget By Year				
			1994	1995	1996	1997	1998
Environmental	Regulatory Compliance		\$1,600	\$ 725	\$1,905	\$1,355	\$ 780
Source of Funding:		G.O. Bonds					
		Revenue Bonds					
		Operations	1,600	725	1,905	1,355	780
		State Grants					
		Federal Grants					
		TOTAL	\$1,600	\$ 725	\$1,905	\$1,355	\$ 780