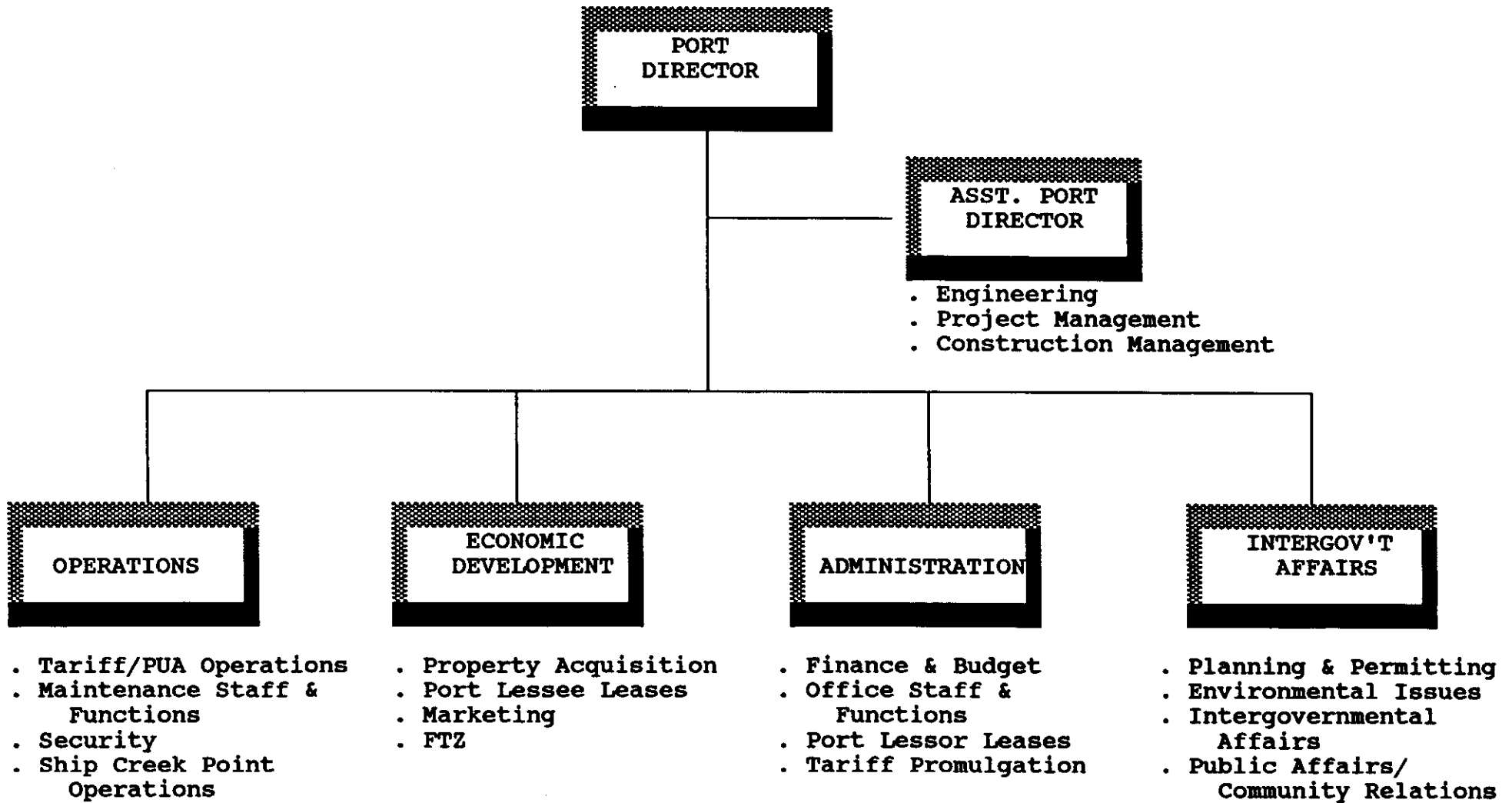


PORT OF ANCHORAGE

Port of Anchorage

**Business Plan /
Strategic Plan**

MUNICIPALITY OF ANCHORAGE
 PORT OF ANCHORAGE



MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage 8970	Division	Budget Year 1993
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MISSION

Provide a modern, safe and efficient Port enterprise activity which stimulates economic development and the movement of goods into and out of Southcentral Alaska. Expand and maintain existing property, facilities and equipment to meet growth in established marine trade, to encourage natural resources exports, and to create employment opportunities by attracting new industry and new cargo movement. Support and assist increases in cargo movement that will aid and stimulate the economy and quality of life of Anchorage. Expand the use and public benefit derived from the waterfront resources of Southcentral Alaska.

MAJOR GOALS

The goals of the Port of Anchorage are to:

1. Provide facilities for direct water transportation of commercial cargoes to Anchorage, the Railbelt, western Alaska and the interior of Alaska.
2. Manage and maintain the facilities in a manner that enables carriers to operate efficiently and safely, thereby holding down transportation costs for consumers.
3. Promote the movement of cargoes that encourage sound economic development with increased focus on export trade.
4. Insure the future viability of the Port by managing resources, by monitoring transportation activities statewide and by conserving Anchorage's limited waterfront for marine related activities.
5. Acquire and develop additional usable lands to provide for activities which will stimulate freight movement and increase economic activity in the community.
6. Encourage use of the waterfront by facilitating access and by providing for the safe viewing of cargo operations.

EXTERNAL FACTORS AFFECTING THE PORT

1. Increased production at the North Pole refinery combined with an increased demand for petroleum products in southwestern Alaska,
2. Population changes which impact marine cargo transportation activities.

Utility	Division	Budget Year
Port of Anchorage 8970 <u>EXTERNAL FACTORS EFFECTING THE PORT (continued)</u> 3. Increased demand for developed Port land by marine transportation companies. 4. Cargo capacity at competitive Southcentral ports. 5. Efforts to develop additional marine terminals in Southcentral Alaska. 6. Efforts to develop the Port of Anchorage's participation in resource development including fish, minerals, forest products and petroleum. 7. Military interest in utilization of the Port. 8. World market spot price of petroleum products. <u>PLANNING ASSUMPTIONS</u> The following assumptions have been used in developing the Port's 1993-1998 plans. They are not intended to be a fixed course of action. They are, however, the best data available at this stage of planning. 1. Tonnage Growth . 1993 general cargo will exceed that of 1992 and continue to increase each year thereafter. . Outbound bulk petroleum tonnage will continue to increase significantly in 1993. . Inbound bulk petroleum tonnage will fluctuate depending on demand and the world market spot price of petroleum products. 2. Marine industrial land base requirements will change in response to expanding commercial activity. 3. Cooperative joint development efforts may contribute to the Port land base. 4. In the future, Anchorage will face increased competition in attracting the major portion of new industrial activity in the state and in maintaining its position as the hub of marketing and distribution activity.		1993

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage 8970	Division	Budget Year 1993
<p><u>OBJECTIVES/PROGRAMS</u></p> <ol style="list-style-type: none"> 1. Develop Additional Staging, Storage and Industrial Areas <ul style="list-style-type: none"> . Development of all options which are anticipated to be available through negotiation or received from the state and federal agencies for expanded cargo staging and industrial purposes. . Participate in the development of marine commerce activities in tidelands adjacent to the Port. . Initiate industrial marketing program utilizing long-term port expansion sites to attract new users. 2. Maintain and Upgrade Existing Port Facilities <ul style="list-style-type: none"> . Annual repair and/or replacement of fender pile, rolling chalk and concrete bullrail. . Design New Fendering System. . Complete Deck Spalling Renovation Project initiated in 1992. . Provide for Port operational capability during inclement weather by maintaining adequate snow/ice removal and sanding programs at the Port, on access routes and other Port properties. . Plan and develop an alternate access route to the Port. 3. Long Range Planning <ul style="list-style-type: none"> . Update and expand long range Port development plan and expand Port strategic development plan. . Coordinate continued state and military Port usage and joint land development. . Support and/or formulate initiatives which enhance the development of multimodal transportation systems in Southcentral Alaska. 4. Financial Plans and Programs <ul style="list-style-type: none"> . Ensure that Port financial goals remain feasible with respect to current and projected economic conditions. 		

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage 8970	Division	Budget Year 1993
<ul style="list-style-type: none"> . Effectively manage Port financial resources to insure Port viability and fulfillment of community objectives. . Manage Port financial functions, where permitted by Municipal Code, and where economically efficient. . Actively pursue alternative financing approaches for Port projects; particularly with respect to facility renovation and land development projects. . Cost/revenue projections reviewed for each project undertaken. <p>5. Initiate Revised Marketing Plan</p> <ul style="list-style-type: none"> . Identify needs of transportation firms using, planning or contemplating use of the Port or Port facilities. . Coordinate market demand with operational characteristics of users and available Port facilities to plan modification, expansion or enhancement designed to improve Port marketability to new users. . Target natural resource movements and bulk solids as prime candidates for future business increases by new Port users. . Maintain coordinated advertising and public relations program to support Port marketing program. . Assist Port carriers in their efforts to market backhaul services. <p>6. Continue and Expand Organizational and Staff Development Efforts</p> <ul style="list-style-type: none"> . Develop maintenance and administrative skills utilizing Municipal training work shops, available local university courses and other training programs available in the private sector. . Conduct work sessions on the Port's programs and its goals and objectives. . Conduct operational training on the new cathodic protection system. 			

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage 8970	Division	Budget Year 1993
<p>7. Management Information Systems</p> <ul style="list-style-type: none"> . Provide hardware and software to integrate utilization of and expand present systems. . Provide training to broaden Port staff competence in computer operations. . Coordinate planning new automated business systems with the Municipal Information Systems Department. . Fully automate records and scheduling functions in the Port Maintenance Section . <p>8. Interagency Relation</p> <ul style="list-style-type: none"> . Maintain cooperative joint port planning efforts with adjacent boroughs and cities. . Monitor Congressional action concerning Port issues through American Association of Port Authorities and other appropriate agencies and organizations. . Sustain staff contacts with legislators and Congressional delegation concerning Port industry regulation. . Continue developing close working relationships with regulatory/environmental agencies involved in Port related activities. . Participate in a coordinated plan with Port petroleum users to determine the effects of area wide petroleum pollution. . Coordinate statewide port promotion to include the Ports Alaska organization. 			

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Utility	Port of Anchorage	8970	Division					Budget Year 1993
<u>WORKFORCE PROJECTIONS</u>								
		<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
<u>DIVISION</u>								
Administration/Engineering		7	7	7	7	7	7	7
Operations		12	12	12	12	12	12	12
Port Development		<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total		21	21	21	21	21	21	21
Executive		4	4					
Non-Represented		4	4					
AMEA		2	2					
JOC		<u>11</u>	<u>11</u>					
Total		21	21					
		=	=					

**Port of Anchorage
1993 Operating Budget**

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MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage 8970	Division	Budget Year 1993
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1993 BUDGET ASSUMPTIONS

1. Salaries and wages reflects an anticipated 3.5% increase for 1993 over 1992 for the AMEA, Non-represented and Executive employees. A wage reopener for JCC employees is not anticipated. Increases are assumed to be effective on July 1, 1993.
2. Benefit Rate: 52.5% of Salaries and Wages - This percentage is based on previous years actual percentages and anticipated changes in personnel benefits for 1993.
3. An inflation factor of 3.5% over 1992 levels is anticipated on 1993 non-labor expenditures.
4. Port Debt Service Expense - Based on fixed General Obligation and Revenue Bond schedules. No new Port debt to be incurred during 1992 or 1993.
5. Interest Income 4.0% average - Municipal Finance Department projection of the rates-of-return from funds on deposit.
6. The 1993 Intragovernmental charges are anticipated to increase by \$7,000 based on a ten year average from 1983 to 1992 and on the initial projections from General Government units that provide services to the Port.
7. 1993 general cargo tonnage will exceed that of 1992. Outbound bulk petroleum tonnage will continue to increase moderately as a result of increased production at the North Pole refinery combined with a demand for petroleum products in southwestern Alaska and heavy distillates (HAGO) in the Far East. 1993 inbound bulk petroleum tonnage is anticipated to exceed that of 1992. However, inbound bulk petroleum fluctuates depending on demand and the world spot price of petroleum products.
8. Proposed tariff changes, anticipated to be in effect by January 1, 1993, will increase Dock Revenue by an additional 4.4%.
9. The Ship Creek Point lease exchange with the Alaska Railroad will be accomplished in 1992.

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division	Budget Year 1993
1992 -1993 BUDGET RECONCILIATION =====		
DESCRIPTION -----		INCREASE/ (DECREASE) -----
1992 PRO-FORMA PORT OPERATING BUDGET (*)		6,821,000
PERSONAL SERVICES		
Salaries and Wages	24,000	
Overtime	0	
Benefits	17,000	
Other Personal Services	0	

Subtotal Personal Services (1)		41,000
SUPPLIES		(1,000)
OTHER SERVICES AND CHARGES		
Professional Services	(21,000)	
Public Utility Services (2)	14,000	
Contract Services (3)	15,000	
Rentals (4)	37,000	
All Other Services and Charges	27,500	

Subtotal Other Services and Charges		72,500
DEPRECIATION (5)		317,000
DEBT SERVICE (6)		(96,000)
INTRAGOVERNMENTAL CHARGES		7,000
AAPA CONVENTION EXPENSE (7)		(442,000)

TOTAL INCREASE/DECREASE		(101,500)
1993 PROPOSED OPERATING BUDGET		6,719,500
		=====
(*) 1992 Approved Port Operating Budget Expense Appropriation: \$7,028,196		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
<p>Port of Anchorage 8970</p> <p>(1) Personal Services reflects an anticipated 3.5% increase in salaries and wages for the AMEA, Non-represented and Executive employees and an associated increase in benefits expense. Increases are assumed to be effective on July 1, 1993.</p> <p>(2) Significant increases in electric consumption in 1992 and 1993 are attributable to phased activation of the Port's new deep bed Cathodic Protection System.</p> <p>(3) Cost for contracted security service is anticipated to increase in 1993. The cost and scope of work for contracted janitorial service are anticipated to increase in 1993.</p> <p>(4) Net increase is the result of new lease payments for Federal properties, Lots "A" & "EE".</p> <p>(5) Depreciation adjusted to reflect plant in-service.</p> <p>(6) Reduction in the interest portion of debt service payments. The Port does not anticipate incurring additional debt in 1993.</p> <p>(7) AAPA Convention project completed in 1992.</p>		<p>1993</p>

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage	8970	Division				Budget Year 1993	
<u>PROJECTED RATE ADJUSTMENTS</u> Percent of Increase/Decrease and Components								
		<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	
<u>REVENUE CATEGORY</u>								
Preferential Usage Agreements	-0-	-0-	-0-	15% (4)	-0-	-0-		
Port Terminal Tariff	4.4% (1)	-0-	-0-	-0-	-0-	-0-		
Port Industrial Park Leases	-0- (2)	-0- (3)	-0-	10% (5)	-0-	-0-		
<p>(1) Effect on Dock Revenue of tariff changes anticipated to be approved in late 1992.</p> <p>(2) 5 year rate adjustment on Industrial Park Lot 4A. Minimal change anticipated.</p> <p>(3) Rate adjustment in conjunction with Industrial Park Lot 7B tenant exercising their initial renewal option. Minimal change anticipated.</p> <p>(4) 5 year rate adjustments on both SeaLand and TOTE Preferential Usage Agreements.</p> <p>(5) 5 year rate adjustments on both SeaLand and TOTE Port Industrial Park leases.</p>								

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage 8970	Division	Budget Year 1993
<p><u>RATE SUMMARY</u></p> <ul style="list-style-type: none"> - Operating revenues at the Port of Anchorage are divided into 2 categories: Dock Revenue and Port Industrial Park Revenue. - Dock Revenue rates are established in Port of Anchorage Terminal Tariff #2 and Preferential Use Agreements. Changes to the tariff and rate adjustments to the Preferential Usage Agreements require approval by the Anchorage Port Commission, the Anchorage Assembly and the Federal Maritime Commission. The majority of Dock Revenue is derived from dockage charges to vessels calling at the Port, wharfage charges on tonnage crossing the dock and lease/rental agreements on certain transit areas. The major carriers at the Port are SeaLand and Totem Ocean Trailer Express (TOTE). The rates for the two carriers are defined in Preferential Usage Agreements. Therefore, any rate change to the Sea-Land or TOTE agreements substantially impacts Dock Revenue. - Port Industrial Park Revenue is derived from long term leases of properties in the Port Industrial Park. The leases provide for 5 year rate adjustments. Leases and rate adjustments are subject to Port Commission and Anchorage Assembly approval. TOTE and SeaLand are the major tenants of the industrial park. <p><u>RATE COMPONENTS</u></p> <ul style="list-style-type: none"> - Preferential Usage Agreement rates are negotiated at 5 year increments to reflect changes in Port operations/maintenance cost and capital improvement expenditures. - Tariff rates are adjusted periodically to meet the requirements related to changing market conditions, to expand into new cargo markets, to avoid competition with the private sector and to reflect changes in Port operations/maintenance cost and capital improvement expenditures. - Industrial Park lease rates are based on appraised land value and current market lease ratios. 		

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division					Budget Year 1993
	RESOURCE IMPACTS =====					
	1993 ----	1994 ----	1995 ----	1996 ----	1997 ----	1998 ----
TONNAGE *	2,555	2,637	2,723	2,812	2,904	3,000
REVENUE BOND SALES *	-0-	-0-	-0-	-0-	-0-	-0-
GENERAL OBLIGATION BOND SALES *	-0-	-0-	-0-	-0-	1,500	1,500
GRANTS ANTICIPATED *	9,800	-0-	-0-	6,000	-0-	-0-
PERSONNEL INCREASES	-0-	-0-	-0-	-0-	-0-	-0-
REVENUE *	6,904	6,904	6,976	7,488	7,656	7,832
EXPENSE *	6,148	6,129	6,116	6,256	6,305	6,372
NET INCOME, REGULATORY *	756	775	860	1,232	1,351	1,460
	=====	=====	=====	=====	=====	=====

* in thousands

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro Forma	Year: 1993 Budget
STATEMENT OF SELECTED RATIOS AND STATISTICS =====			
Operating Income	1,919,000	1,293,000	1,169,000
Rate Base (Net Capital Assets)	53,203,000	54,927,000	54,240,000
Rate of Return	3.61%	2.35%	2.16%
Operating Income	1,919,000	1,293,000	1,169,000
Operating Revenue	5,436,000	5,518,000	5,830,000
Operating Margin	35.30%	23.43%	20.05%
Operating Expenses - Controllable *	2,378,000	2,759,000	2,879,000
Operating Revenue	5,436,000	5,518,000	5,830,000
Operating Ratio	43.75%	50.00%	49.38%
Debt/Equity Ratio	22 / 78	20 / 80	18 / 82
* Controllable operating expenses are total operating expenses less depreciation expense.			

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro Forma	Year: 1993 Budget
MISCELLANEOUS STATISTICAL DATA -----			
TONNAGE SUMMARY -----			
Commodity -----			
General Cargo	1,324,000	1,353,000	1,407,000
Bulk, Dry	64,000	65,000	66,000
Bulk, Liquid (Petroleum)	925,000	1,000,000	1,082,000

Total Tonnage	2,313,000	2,418,000	2,555,000
Annual % of Increase (Decrease)	5.4%	4.5%	5.7%
REVENUE GENERATED BY COMMODITY -----			
General Cargo	2,330,000	2,383,000	2,478,000
Bulk, Dry	48,000	49,000	66,000
Petroleum	535,000	578,000	782,000
Other	787,000	846,000	847,000

Total Dock Revenue	3,700,000	3,856,000	4,173,000
Annual % of Increase (Decrease)	-0.8%	4.2%	8.2%
REVENUE PER TON -----	\$2.35	\$2.28	\$2.28

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage 8970	Division	Budget Year 1993
<p><u>OPERATING</u></p> <p>Year-to-date total tonnage figures indicate a continuing increase in 1992. Petroleum is anticipated to increase 8% in 1993. This is primarily due to a significant increase in outbound petroleum tonnage which began in 1990. The general cargo tonnage level is also projected to increase slightly during 1993. Operating Revenue is anticipated to increase in 1993 primarily due to a rise in Dock Revenue as a result of tonnage activity augmented by tariff adjustments. Operating Expense will increase significantly in 1993 due primarily to depreciation being adjusted to reflect new plant in-service. Increases in Personal Services costs, electric consumption, contracted services expense and rent payments on Tracts "A" and "EE" will also affect Operating Expense.</p> <p><u>NON-OPERATING</u></p> <p>Non-Operating Income, exclusive of revenues and expenses associated with the 1992 American Association of Port Authorities Convention project, will decline in 1993. Debt service expense is partially offset by interest earned on the Port's modest general, construction and revenue bond reserve funds. The current decrease in interest rates and a decline in fund balances, due to expenditure of those funds on projects, will continue to reduce this revenue source. The Port does not anticipate incurring additional debt in 1993 and this will result in a decline in debt service expense. However, since the decline in interest revenues exceeds the reduction in debt service expense, there is still a negative dollar impact on Non-Operating Income.</p> <p><u>CAPITAL</u></p> <p>Completion in 1992 of Phase III of the Dock Pile/Cathodic Protection Renovations project will finish a major multiple year capital improvement program involving various projects which began in 1989. Also to be completed in 1992 are: the installation of a new pedestal mounted telescoping hydraulic crane at Petroleum Terminal #1; acquisition of 1,400 acres of tidelands from the State of Alaska; and, in preparation for the Transit Yard "A" Expansion Project scheduled for 1993, the removal of a 12,000 gallon underground diesel fuel storage tank and the adjoining pump house. Other projects scheduled for 1993 include: design of the new Energy Absorbing Fendering System for the dock; an initial study and design of the multiple year Port Area Transportation Improvement Program, Phase II; replacement of the Terminal #3 small craft float; restoration of the corrosion prevention coating on the pipeline at Petroleum Terminal #1; and replacement of the spill prevention liner in the Petroleum Valve Yard. Also, the Port is seeking appropriations in 1993 for two multiple year projects which anticipate matching State of Alaska grant funds on a 70/30 basis. Work on those projects, construction of Tracts "A" & "EE" and construction of the New Fendering System, could begin in the latter part of the 1993 construction season if State funding is provided.</p>		

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro Forma	Year: 1993 Budget
OPERATING BUDGET			
=====			
Revenue	6,926,594	7,298,000	6,904,000
Expense	5,808,593	6,821,000	6,720,000
Net Income for Governmental Financial Reporting	1,118,001	477,000	184,000
Adjustment for Regulatory Reporting	553,307	572,000	572,000
Net Income Regulatory	1,671,308 =====	1,049,000 =====	756,000 =====
CAPITAL BUDGET			
=====			
PROJECT CATAGORY			
Land Development	6,600,000	5,000,000	7,250,000
Terminal Development	3,678,000	1,350,000	590,000
Harbor Development	11,500,000	5,500,000	100,000
Repair and Renovations	2,475,000	2,500,000	7,205,000
Equipment	255,000	250,000	23,000
Total *	24,508,000	14,600,000	15,168,000
* New Appropriations	18,155,000	2,830,000	12,568,000
Carryover Appropriations	6,353,000	11,770,000	2,600,000
Total	24,508,000	14,600,000	15,168,000

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro Forma	Year: 1993 Budget
OPERATING BUDGET STATEMENT OF REVENUE AND EXPENSE =====			
OPERATING REVENUE -----			
Dock Revenue	3,699,530	3,856,000	4,173,000
Crane Revenue	78,276	98,000	93,000
Industrial Park Revenue	1,576,452	1,556,000	1,556,000
Reimbursed Damages	81,648	8,000	8,000
TOTAL OPERATING REVENUE	5,435,906	5,518,000	5,830,000
OPERATING EXPENSE -----			
Personal Services	1,252,148	1,404,000	1,445,000
Supplies	69,898	89,000	88,000
Other Services and Charges	836,346	958,000	1,030,500
Charges From Other Departments	219,762	308,000	315,000
Depreciation, Non-Contributed Plant	1,138,515	1,466,000	1,783,000
TOTAL OPERATING EXPENSE *	3,516,669	4,225,000	4,661,500
OPERATING INCOME	1,919,237	1,293,000	1,168,500
*Depreciation of Contributed Plant Not Included			

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	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			

SeaLand Leaseback Interest	342,213	334,000	323,500
TOTE Leaseback Interest	172,398	166,000	158,000
Right-Of-Way Fees	115,059	115,000	115,000
Interest Earned	824,017	653,000	476,000
AAPA Convention Revenue	30,219	511,000	0
Other Non-Operating Revenue	6,782	1,000	1,000

TOTAL NON-OPERATING REVENUE	1,490,688	1,780,000	1,073,500
NON-OPERATING EXPENSE			

Interest on Long Term Debt	1,663,814	1,582,000	1,486,000
AAPA Convention Expense	74,803	442,000	0

TOTAL NON-OPERATING EXPENSE	1,738,617	2,024,000	1,486,000
NON-OPERATING INCOME	(247,929)	(244,000)	(412,500)
NET INCOME, REGULATORY	1,671,308	1,049,000	756,000
RECONCILIATION			

Net Income, Regulatory	1,671,308	1,049,000	756,000
Less: Depreciation of Contributed Plant	553,307	572,000	572,000

NET INCOME FOR GOVERNMENT FINANCIAL REPORTING	1,118,001	477,000	194,000
	=====	=====	=====

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	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 FUNDS =====			
SOURCES OF FUNDS -----			
Net Income	1,118,000	477,000	184,000
Depreciation	1,692,000	2,038,000	2,355,000
Grants	0	0	0
Bond Proceeds	0	0	0
Amortization of Debt Discount	28,000	27,000	26,000
Leasebacks Principal Payments	209,000	225,000	243,000
Increase in Liabilities Payable From Restricted Special Funds	(229,000)	64,000	67,000
Changes in Assets and Liabilities Which Increase (Decrease) Cash	69,000	0	0
Total Sources of Cash Funds	----- 2,887,000	----- 2,831,000	----- 2,875,000
USES OF CASH FUNDS -----			
Additions to Plant	4,364,000	3,762,000	1,668,000
Bond Principal Payment	1,379,000	1,504,000	1,562,000
Equity Transfer Out	178,000	557,000	179,000
Decrease in Restricted Special Funds and Investments	(40,000)	0	0
Total Uses of Cash Funds	----- 5,881,000	----- 5,823,000	----- 3,409,000
NET INCREASE (DECREASE) IN CASH FUNDS	(2,994,000)	(2,992,000)	(534,000)
CASH BALANCE, JANUARY 1	14,063,000	11,069,000	8,077,000
CASH BALANCE, DECEMBER 31	11,069,000 =====	8,077,000 =====	7,543,000 =====

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	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 FUNDS (CONT) =====			
DETAILS OF CASH BALANCE -----			
Revenue Bond Reserve Investment	2,979,000	2,979,000	2,979,000
Reserve For Future Plant Renovations	0	2,000,000	3,000,000
Equity in Construction Cash Pool	6,340,000	2,578,000	910,000
Equity in General Cash Pool	1,750,000	520,000	654,000
Total Cash Balance, December 31	11,069,000 =====	8,077,000 =====	7,543,000 =====
STATEMENT OF CHANGES IN FUND EQUITY =====			
Balance, January 1	50,017,000	50,958,000	50,878,000
Net Income (Loss)	1,118,000	477,000	184,000
Change in Receivable	0	0	0
Equity Transfer Out	(177,000)	(557,000)	(179,000)
Balance	50,958,000	50,878,000	50,883,000
Details of Fund Equity			
Retained Earnings	33,267,000	33,759,000	34,336,000
Contributed Capital	17,691,000	17,119,000	16,547,000
Total Fund Equity, December 31	50,958,000 =====	50,878,000 =====	50,883,000 =====

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division		Budget Year 1993
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1991 Actual	Year: 1992 Pro Forma	Year: 1993 Budget
NET PROFIT MARGIN =====			
Net Income Government Reporting	1,118,001	477,000	184,000
Operating Revenues	5,436,000	5,518,000	5,830,000
Net Profit Margin Governmental Reporting	20.6%	8.6%	3.2%
Net Income (Regulatory)	1,671,308	1,049,000	756,000
Operating Revenues	5,436,000	5,518,000	5,830,000
Net Profit Margin (Regulatory)	30.7%	19.0%	13.0%

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division				Budget Year
	1990 Actual	1991 Actual	1992 Pro-Forma	1993 Proposed	1993
SUPPLEMENTAL EXPENSE DATA =====					
PERSONAL SERVICES					
Salaries and Wages	789,343	795,314	896,000	920,000	
Overtime	31,211	42,995	35,000	35,000	
Benefits	391,574	408,175	466,000	483,000	
All Other Personal Costs	3,268	5,664	7,000	7,000	
Subtotal	1,215,396	1,252,148	1,404,000	1,445,000	
SUPPLIES					
Fuel	8,247	4,843	7,000	7,500	
Repair and Maintenance Supplies	79,530	46,651	64,500	62,000	
All Other Supplies	16,549	18,404	17,500	18,500	
Subtotal	104,326	69,898	89,000	88,000	
OTHER SERVICES AND CHARGES					
Professional Services	219,777	93,401	167,000	146,000	
Travel	9,771	11,233	15,000	15,000	
Public Utility Services	209,514	268,259	282,000	296,000	
Repairs and Maintenance-Contracted	74,063	96,544	103,000	100,000	
Rentals	12,219	7,110	22,000	59,000	
Advertising/Marketing	24,602	88,501	58,000	86,000	
Contract Services	160,261	187,203	196,000	211,000	
Depreciation	1,265,076	1,691,822	2,038,000	2,355,000	
All Other Services and Charges	94,710	84,095	115,000	117,500	
Subtotal	2,069,993	2,528,168	2,996,000	3,385,500	
OTHER EXPENSES					
Debt Service	1,568,217	1,663,814	1,582,000	1,486,000	
Intergovernmental Charges	234,366	219,762	308,000	315,000	
AAPA Convention Expense	4,781	74,803	442,000	0	
Subtotal	1,807,364	1,958,379	2,332,000	1,801,000	
TOTAL EXPENSES	5,197,079	5,808,593	6,821,000	6,719,500	

Port of Anchorage
1993 Capital Budget
1993 - 1998
Capital Improvement Program

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Utility Port of Anchorage	Division			Budget Year 1993
Port of Anchorage 1993 Capital Improvement Budget Financial Summary				
Project Category	Total Project Appropriation	Bond	Operational	Grant
Land Development	7,250	0 G 100 R	2,250	4,900 S 0 F
Terminal Development	590	0 G 0 R	590	0 S 0 F
Harbor Development	100	0 G 0 R	100	0 S 0 F
Repairs & Renovations	7,205	0 G 0 R	2,305	4,900 S 0 F
New Equipment	23		23	
Total *	15,168	100	5,268	9,800
\$ in thousands				
* Carryover appropriations approved in previous years CIP - \$2,600,000				

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1993
Project Category	Project Title	Location	Funding			Total
			Bonds G-G0 Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Land Development	North Tidelands Permitting	N. Tidelands		50		50
	"A" Yard Expansion	Transit Area (*) "A"/Lot 9B	100 R	100		200
	Tracts "A"&"EE"-Construction	Tracts "A"&"EE" (**)		2,100	4,900 S	7,000
* 1985 Port Revenue Bonds						
** \$2,100,000 carryover appropriation approved in previous years CIB						
Prepared by: D. L. Dietz						
Date: 8/17/92						
			G		F	
			100 R	2,250	4,900 S	7,250

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1993
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Terminal Development	Transportation Improvement Program Ph II - Study/Design	Port		590		590
Prepared by: D. L. Dietz Date: 8/17/92			G		F	
			R	590	S	590

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1993
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Harbor Development	Replace Terminal #3 Float - Materials Only	Terminal #3		100		100
Prepared by: D. L. Dietz Date: 8/17/92			0 G 0 R	100	0 F 0 S	100

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1993
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Repairs and Renovations	New Fendering System - Design	Port/Dock (*)		2,100	4,900	7,000
	Replace Petroleum Valve Yard Liner	S. Transit Area		50		50
	Replace Water Line - Study	Port		20		20
	Pipe Corrosion Prevention Coating Restoration	Petroleum Terminal #1		135		135
* \$500,000 carryover appropriation approved in previous years CIB						
Prepared by: D. L. Dietz Date: 8/17/92			0 G		F	
			R	2,305	4,900 S	7,205

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1993
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Equipment	Computer Upgrades	Port		8		8
	Office and Maintenance Shop Equip	Port		15		15
Prepared by: D. L. Dietz Date: 8/17/92			G R	23	F S	23

Utility Port of Anchorage	Division					Budget Yr 1993
Port of Anchorage 1993 - 1998 Capital Improvement Financial Summary						
	1993	1994	1995	1996	1997	1998
Project Category						
Land Development	7,250	0	0	12,000	0	0
Terminal Development	590	1,000	2,000	3,000	3,000	2,000
Harbor Development	100	0	0	0	0	0
Repairs & Renovations	7,205	0	0	0	0	0
New Equipment	23	175	155	100	80	20
Total *	15,168	1,175	2,155	15,100	3,080	2,020
Source of Funding						
G.O. Bonds	0	0	0	3,000	0	0
Revenue Bonds	100	0	0	0	0	0
Operational	5,268	275	355	3,400	380	220
State Grants	9,800	0	0	6,000	0	0
Federal Grants	0	900	1,800	2,700	2,700	1,800
Total Funding *	15,168	1,175	2,155	15,100	3,080	2,020
\$ in thousands						
* \$2,600,000 of 1993 total are carryover appropriations approved in previous years CIB.						

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage		FUTURE CAPITAL PROJECTS					Budget Yr 1993
Project Category	Project Title	Location	BUDGET BY YEAR				
			1994	1995	1996	1997	1998
Land Development	Transit Areas E" and "F"	N. Tidelands (*)			3,000 3,000 G 6,000 S		
* Port Financed G.O. Bond Debt Service							
Source of Funding:		G.O. Bonds			3,000		
		Revenue Bonds					
		Operations			3,000		
		State Grants			6,000		
		Federal Grants					
Prepared by: D. L. Dietz Date: 8/17/92		Total	0	0	12,000	0	0

Utility Port of Anchorage			FUTURE CAPITAL PROJECTS					Budget Yr 1993
Project Category	Project Title	Location	BUDGET BY YEAR					
			1994	1995	1996	1997	1998	
Terminal Development	Transportation Improvement Program Ph II - Construction	Port	900 F 100	1,800 F 200	2,700 F 300	2,700 F 300	1,800 F 200	
Source of Funding:		G.O. Bonds						
		Revenue Bonds						
		Operations	100	200	300	300	200	
		State Grants						
		Federal Grants	900	1,800	2,700	2,700	1,800	
Prepared by: D. L. Dietz Date: 8/17/92		Total	1,000	2,000	3,000	3,000	2,000	

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage			FUTURE CAPITAL PROJECTS					Budget Yr 1993
Project Category	Project Title	Location	BUDGET BY YEAR					
			1994	1995	1996	1997	1998	
Equipment	Computer Upgrades	Port	10	15				
	Office and Maintenance Shop Equip	Port	15	15				
	Major Equipment and Vehicle Replacements/ Acquisitions	Port	150	125	100	80	20	
Source of Funding:		G.O. Bonds						
		Revenue Bonds						
		Operations	175	155	100	80	20	
		State Grants						
		Federal Grants						
		Total	175	155	100	80	20	

Prepared by: D. L. Dietz
Date: 8/17/92